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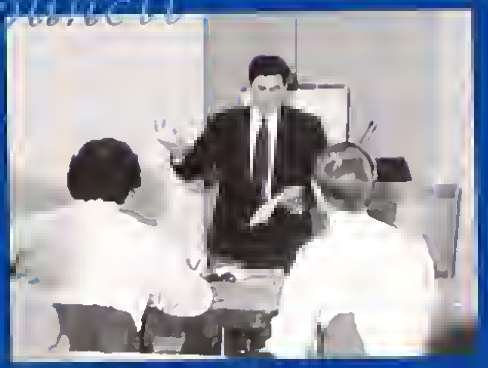
DEPARTMENT OF PUBLIC WORKS

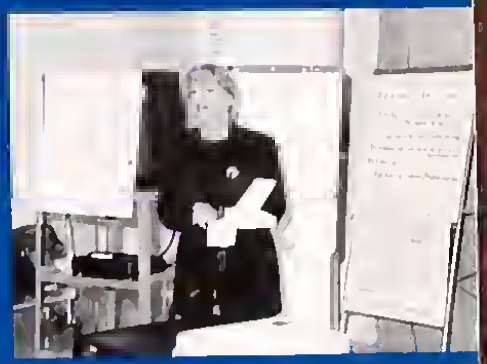
Annual Report
1995-1997
City and County of San Francisco



Quality Assurance Council







"... given the right circumstances, from no more than dreams, determination and the liberty to try, quite ordinary people consistently do extraordinary things."

—Dee Hock, Founder and CEO Emeritus,
VISA USA and VISA International

On the Cover:

THE QUALITY ASSURANCE COUNCIL (QAC)

Top left photo: The DAC, created by Director Mark Primeau (center), meets regularly in DPW's ongoing efforts to place neighborhoods and residents at the "center" viewing them as customers of DPW services. The Council meets monthly to address organizational and customer service issues.

Bottom left photo: The QAC breaks out into discussion groups.

Bottom center photo: Mark Primeau provides the overall vision for the QAC, while DPW employees are given the power to change their working environments creating customer-focused systems.

Bottom right photo: Nancy Lynch of the Bureau of Street Use and Mapping conducts an exercise at the QAC.

TESS, DPW's Mascot

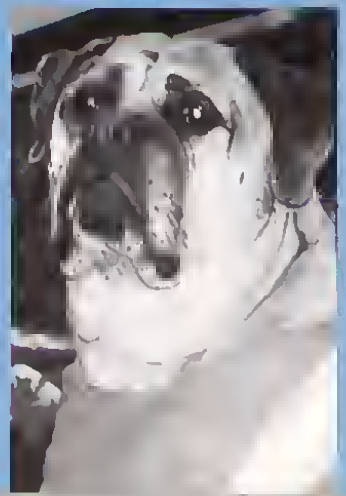


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Message from the Director

Highlights From the Past Two Years



DPW Restores the Dome of City Hall.

BLUEPRINT FOR SUCCESS

The Department of Public Works has seen many changes in the last two years - a new director, and a new focus on providing quick, courteous, and accessible customer service.



Mark A. Primeau, AIA
Director & City Architect

A CUSTOMER DRIVEN ORGANIZATION

I care very much about this department, its employees and the public we serve. Our mission is to pursue excellence in the quality of our services, and that calls for excellent performance in every part of our organization, and by each employee.

When I became your Director of Public Works in 1996, I vowed to make public works services more accessible, more customer-friendly and more efficient. With the goal of providing quick, courteous, accurate and accessible customer service, DPW has looked inward to increase staff morale and productivity through professional development, recognizing employee accomplishments and providing an outlet for creativity and innovation.

DPW has created a *Quality Assurance Council* that has steered us toward a customer-driven focus. *Process Improvement Teams* have flourished streamlining and creating customer friendly policies, programs, and initiatives. We have also changed our mission statement to more accurately reflect our new focus on the customer.

MISSION STATEMENT

"IMPROVING THE QUALITY OF LIFE IN SAN FRANCISCO"

We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

The quality of our work, our ability to meet and exceed expectations and our shared commitment to our core ideology, make me confident that there is no goal we cannot achieve as we serve the residents of San Francisco.

Who We Are

Public works services include cleaning, repairing, and maintaining city streets and city buildings; restoring San Francisco's public monuments such as City Hall and the Opera House; building and maintaining plazas, stairways, and other public areas; coordinating street excavation work with public and private entities; caring for the city's urban forest; enforcing litter laws; and removing graffiti and illegal signs. DPW also regulates



Mark A. Primeau, AIA wos oppointed Son Froncisca's Directar of Public Works ond City Architect by Moyar Willie L. Brown, Jr. in Moy 1996 ofter working in the Department far 10 years. Mork hos ottoined degrees in Architecture ond Planning and hos served on the Boord of Director's of the American Institute of Architects ond is a member of the Son Francisco Plonning ond Urbon Reseorch Associotion, the Earthquoke Engineering Research Institute, and the Structurol Engineers Association af Northern Califonia.

quality

street and sidewalk use enhancing and protecting the public's right of way; promotes undergrounding of overhead utilities; and provides architectural, civil, structural, and mechanical engineering services, including project and construction management. DPW works day and night to bring these services to the residents of San Francisco.

A total of 1,628 positions were budgeted for the Department of Public Works for the 1995-1996 fiscal year, of which 1,444 were filled. A total of 1,662 positions were budgeted for the Department of Public Works for the 1996-1997 fiscal year, of which 1,500 were filled.

Improving Access to City Services

DPW has implemented several programs and services in the last two years with the goal of improving the public's access to city services, and eliminating barriers that previously existed between city departments and the public.

Highlights

- Conducted five **Quality of Life-Neighborhood Forums** where city departments addressed specific areas of concern identified by neighborhood residents and businesses. Action plans and written reports (neighborhood blueprints) were produced and distributed to attendees following each meeting.
- Produced a trial publication of "A Friendly Guide to City Services in San Francisco," a booklet giving residents a user-friendly directory of city services.
- Implemented a **Neighborhood City Halls** program where residents and businesses go to various sites to access city services.



Neighborhood City Hall Team

- Established a Street Construction Coordination Center to unclog the streets and minimize street construction impacts to the public.
- Created a Public Affairs and Communications unit to address customer-focused issues.
- Established criteria for measuring employee performance: Vision, Teamwork, Commitment, Competence, and Results in a Customer-Driven Organization.
- Established strong ties with the Mayor's Office, Human Rights Commission and minority groups to create employment and



DPW's organizational philosophy places residents or customers at the center of our work.

contract opportunities for locally under-represented firms and individuals.

- Made Director's Public Hearings more accessible to the public.
- Created Project PULL, a youth training and mentoring program.
- Transitioned two of the Department's Bureaus, Water Pollution Control and Environmental Regulation and Management, to the City's Public Utilities Commission.

Goals

- Streamline and simplify Public Works Code.
- Further improve communication and expand Department's outreach to the public.
- Prepare an updated user-friendly guide to City services.
- Continue to maintain a sound safety program, including full compliance with provisions SB198.
- Continue to provide professional development training to all employees.
- Continue to recognize and reward superior performance and safety practices.
- Continue to maintain a work environment that respects all employees.
- Continue development of work standards to promote efficient and timely completion of responsibilities.
- Maintain procedures manuals for operations, safety, and policy.
- Maintain financial records to support proper Bureau and Departmental operations.
- Continue development of standards that encourage:
 - High level of service
 - Communication
 - Discipline
 - Training
 - Community involvement

I look forward to serving the residents of San Francisco in the upcoming year.



VISION

- Deliver quality public services
- Encourage collaborative partnerships and effective dialogue with customers
- Clarity of mission, vision & goals
- Multi-disciplinary teams
- Multi-cultural work force
- Cross functional collaboration and learning
- Strong sense of ownership and accountability
- Continuous improvement of customer service
- Unleashed creativity and innovation

Office of the Director
Public Affairs and Communications
Claims Investigation
Environmental Health and Safety
Financial Management and Administration

- Personnel
- Contract Administration
- Finance & Budget
- Accounting

"Since the strength, even the reality, of any organization lies in the sense of community of the people who have been attracted to it, its success has enormously more to do with clarity of a shared vision, common principles and strength of belief in them, than to assets, expertise, operating ability or management competence, important as they may be."

– Dee Hock, Founder and CEO Emeritus,
VISA USA and VISA International



OPW's Quality Assurance Council

GENERAL ADMINISTRATION

2

Leadership and a strong system of support ensures that DPW employees and projects are successful. The Director's Office, Claims Investigations, Environmental Health and Safety, Financial Management and Administration (Personnel Administration, Contract Administration, Computer Services, Finance, Budget, and Accounting) all work together to ensure a continuum of quality public works services to San Francisco.

OFFICE OF THE DIRECTOR

The Director's Office develops and sets the policies for all functions within the department.

Highlights

- Successful social, informational, and awards programs.
- Continued emphasis on quality services and client relationships.
- A Department-wide Safety Recognition Program has been developed and on-the-job safety measures continue to be recognized through the Awards Program.
- "Supervisor as Coach" training classes and "Voices and Choices" for self-assertion training and recognizing harassment were continued.



Photo: Potrero View Newspaper

Residents learn about City services and give valuable input at Quality of Life meetings.

Goals

- Continue development of supervisory and management training, safety training, and develop internal and external communications.
- Continue to make all positions in the Department available to those qualified and interested.

PUBLIC AFFAIRS AND COMMUNICATIONS

The Public Affairs and Communications Office manages, coordinates, and monitors community and public relations bringing together diverse communities and resolving issues. The office aggressively promotes DPW through various means, including improved delivery of quality services and prudent use of mass media. Public Affairs is represented in the highest administrative meetings and is a key member of several committees, including those in which the public is served. The Office is consulted on most matters dealing with the public, and is regarded as a key unit in the planning for and staging of many events to which the public is invited, and especially those for which public support is vital.



A street environmental services worker is fitted for a respirator.

Highlights

- Developed a coordinated and centralized customer complaint tracking system ensuring timely responses to public concerns.
- Met with hundreds of business and community groups.
- Conducted five Quality of Life Meetings.
- Conducted several press conferences pertaining to DPW projects.
- Conducted customer satisfaction survey.
- Developed comprehensive WEB site detailing DPW's services to the public (sfdpw.com).

Goals

- Develop a simple, user-friendly Guide to City Services.
- Plan, manage and coordinate at least 12 major special public events.
- Develop more public/private partnerships to streamline and reduce service delivery costs.

CLAIMS DIVISION

The Claims Division works directly for the City Attorney's Office under the new City Charter. The Division processes claims and submits timely reports resolving claims and decreasing litigation within the Department. When claims cannot be resolved, the Claims Division defends DPW in lawsuits. The Claims Division also collects funds owed to Public Works.

Highlights

In the last two fiscal years, the Claims Division:

- Settled 94% of the total settlements "in-house" without assistance from the City Attorney. The remaining 6% of the settled claims were settled in litigation.
- 5,775 City Attorney requests were handled per fiscal year.

Goals

The Claims Division will continue to develop better record-keeping techniques and procedures to defend the Department against claims and lawsuits. The Claims Division will:

- Continue to settle as many claims as possible prior to litigation.
- Reduce repeated accidents.
- Assist and represent DPW in collecting funds and claims against other parties.

safety



Examining an emergency exit.

ENVIRONMENTAL HEALTH AND SAFETY

The **Environmental Health and Safety Office** promotes workplace health and safety through education, consultation, and control of hazards.

Highlights

Over the past two fiscal years, Environmental Health and Safety has served its customer (DPW managers, supervisors, and employees) in the following manner:

- Responded to 1,554 requests for health and safety and Workers Compensation information.
- Received, analyzed, and processed 928 injury/illness reports and motor vehicle accident reports.
- Conducted 254 accident investigations.
- Audited Department Injury and Illness Prevention Program performance.
- Provided Health and Safety Training Services.
- Developed supervisor training and an employee tailgate on Workplace Violence Prevention Policy.
- In compliance with OSHA laws, trained 2,863 employees on health and safety topics including back injury prevention, confined space entry, lockout/tagout, asbestos, and lead.
- Revised Lead Policy and assisted Bureau of Building Repairs to serve its customers needing lead abatement work.
- Conducted 134 health and safety inspections including industrial hygiene monitoring for noise, dust, lead, indoor air quality, lab chemicals, and ventilation; and recommended controls to be taken.
- Fit-tested 463 employees for respirators.
- Processed 377 Industrial Hygiene samples.

Goals

- Provide DPW Cumulative Trauma Injury Prevention Program.
- Revise Asbestos Policy to protect employees and contractors.
- Develop Integrated Pest Management Plan to reduce pesticide use.
- Streamline OSHA record keeping.

FINANCIAL MANAGEMENT AND ADMINISTRATION

The **Financial Management and Administration Division** identifies, plans and develops the financial, personnel, contractual and computer resources, expertise and information needed by the Department to accomplish its goals. Automation and process improvement is a major focus of the Financial Management and Administration Divisions.

Personnel Division

The **Personnel Division** is responsible for hiring, training, retaining and developing a skilled and diverse workforce for the Department.

DIVERSITY

Highlights

- Continued function of processing appointments and separations and maintaining personnel records and reports.

- Implemented a new Departmenral Performance Appraisal Policy and tracking sysrem. As a result of enhanced policy enforcement and tracking abilities, virtually all of the Department's employees received a performance evaluation during Fiscal Year 1996-97.

- The Payroll Unit completed its implementation of Phase II of a three-year automation project effort which has resulted in a department-wide on-line time reporting procedure.

- The Training and Staff Development Unit continues to provide a variety of training and development services to the Departments' managers, supervisors, and line sraff. The number of in-house training programs has increased from five to fifteen.

- The Affirmative Action Unit investigated discrimination complaints, prepared the annual Affirmative Action Plan for the Department, and offered a variety of training to staff relative to such issues as implementation of the Americans with Disabilities Act, Sexual Harassment and Discrimination, and Diversity issues.

- Established a decentralized Examination/Classification Unit for the purpose of conducting examinations and classifying positions. Since its establishment the Unit has produced lists for skilled trade and blue-collar classes, in addition to some management and supervisory classes. The ability to give examinations for permanent hires, directly results in a more stable and professional workforce.

Goals

- The Personnel Division will engage in a significant employee training program covering discrimination, harassment and diversity to ensure a workplace free from any form of discrimination.

Contract Administration

The Contract Administration Division is responsible for administration of all Public Works contracts. Activities include advertising for bids, distributing plans and specifications, receipt of bids, bid document processing, handling bid protests, contract awards, and ensuring compliance with insurance, bonding and licensing requirements. Other activities include monitoring the Department's compliance with the City's MBE/WBE/LBE Ordinance, publishing public notices, processing preliminary and stop notices and responding to inquiries regarding contract status.

DPW discusses safety precautions at the Southeast Treatment Plant with water pollution control.



Highlights

- A total of 195 contracts were awarded in Fiscal Year 1996-1997, of which 131 were construction related and 64 were Professional Service (including 14 Master Agreements). The total value of the contracts amounted to $70,095,414.

Goals

- This division will continue their process improvement teams that will reduce the time it takes to process several contracting documents.

Computer Services

The **Computer Services Division** designs, programs, operates, and maintains all Department-wide and many Bureau-specific automated information systems needed to support Departmental goals and objectives. Services also include planning, software development, network and hardware installation and operations. The division provides comprehensive IBM AS/400, Local Area Network (LAN), Wide Area Network (WAN), and PC (and compatible) hardware, software, network, and support services.

Highlights

- During fiscal year 1996-1997, enhanced existing systems in response to customer requesrs and worked on year 2000 compliance issues. Network infrastructure upgrades continued to speed and facilitate more efficient communication among department staff and with the public.

Finance and Budget

The **Finance and Budget Division** is responsible for budget preparation, grants research and administration, financial planning, capital planning, analysis and reporting. The Division develops financial resources and reports and prepares analyses to implement and control its projects and programs. Responsibilities include coordination and input of the annual budget, preparation of an annual Indirect Cost Plan, participation in bond authorizations and sales, development of Departmental capital plans and grant proposals and preparation of financial management reports.

Highlights

- Prepared the Transportation Capital Plan and related funding proposals, resolving many issues regarding FEMA reimbursement and improvements to financial reporting systems.
- Made significant progress in reconciling New FAMIS errors.

Goals

- Financial Management and Budget staff will continue to define and participate in project

team building between accountants, analysts and project managers with the goal of improved financial management of our Department's projects.

Accounting

The **Accounting Division** is responsible for reviewing and entering the Department's accounting and purchasing transactions in the City's On-line Accounting System, FAMIS, preparing grant billings, and performing account analyses.

Highlights

- Implemented the automated work order billing module in FAMIS and an automated expenditure allocation process to ensure more accurate and timely expenditure charges to the City's expenditure accounts. Cleanup of conversion problems in FAMIS is continuing.

Goals

This division will continue to reduce the time it takes to process several accounting documents.

Alex Mamak
Public Affairs
Department of Public Works

Dear Alex,

Thank you so much for appearing with me at last Saturday's Town Hall meeting in the Sunset District. The event was a great success and my constituents benefited from your thoughtful answers to their questions. Thanks, again.

Kevin Shelley
Assemblyman, 12th District

To Mark Primeau
DPW

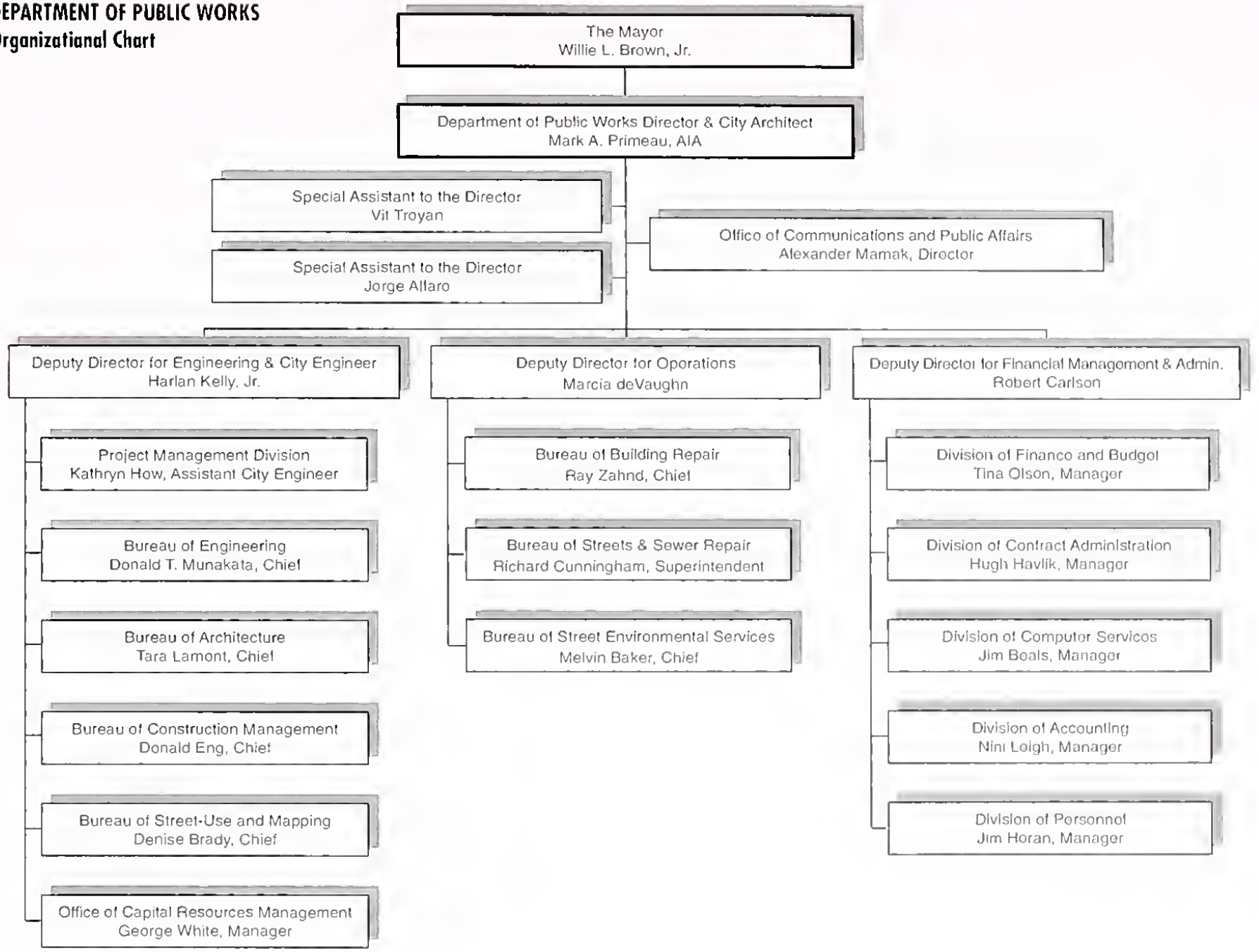
It was a historic occasion yesterday afternoon for the San Francisco Human Rights Commission's MBE/WBE/LBE Advisory Committee to be honored to have the Director of Public Works at its meeting.

You and your staff have rekindled a spirit of hope among the struggling minority-owned and women-owned businesses here in San Francisco.

Thank you for your time and consideration.

Joe Aliling
Member

DEPARTMENT OF PUBLIC WORKS
Organizational Chart



The Deputy Director of Engineering and City Engineer is responsible for:

- Architecture
- Engineering
- Construction Management
- Street-use and Mapping
- Office of Capital Resource Management
- Disability Access Coordination
- Project Management

The Assistant City Engineer directs the Project Management Division, and assists in the day-to-day management of all bureaus and programs in the purview of the Deputy Director of Engineering and City Engineer.

The Disability Access Program provides coordination and enforcement to the Americans with Disabilities Act for city-wide code compliance and training, plan and site review, public outreach, and code development.

Reconstructing south light court on first floor of City Hall.

ENGINEERING BUREAUS

3

BUREAU OF ARCHITECTURE

The Bureau of Architecture provides quality public architecture for the people of San Francisco through excellence in management and design. The Bureau provides comprehensive planning, facility management, and architectural services for new buildings and the modernization and renovation of existing public buildings. The Bureau of Architecture is currently managing over 120 projects totaling $750 million. The majority of the work is funded by voter-mandated general obligation bonds.

Earthquake Safety Bond Program - Phase I

The $59.7 million Earthquake Safety Program, Phase I (ESP1), includes 24 projects, 19 of which are Fire Department facilities. Also included are projects at Laguna Honda Hospital, California Academy of Sciences, Asian Art Museum, and the Legion of Honor. The scope of work for these projects consists of seismic strengthening, asbestos abatement, repair of deteriorated conditions and accessibility improvements.

Earthquake Safety Bond Program - Phase II

The Earthquake Safety Program, Phase II (ESP2), is a $332.4 million bond issue passed by San Francisco voters in June of 1990.

In April 1996, funding from additional sources allowed the ESP2 budget to be increased by $56 million to a total of $389 million. To date, $209.9 million in bonds have been sold while FEMA and OES have provided funding commitments of $124.8 million. The bond issue covers 191 City-owned facilities, of which 174 projects have been completed. The scope of work is limited to earthquake damage repairs at 171 facilities, while 20 facilities include both seismic strengthening and earthquake damage repair. In previous years, seismic upgrades have been completed to the Spreckels Temple of Music, Palace of Fine Arts, Clarendon Hall at Laguna Honda Hospital, and the Ingleside Police Station.

Highlights

- Renovation projects at Fire Stations 24, 31, 36, 37 and 44 are complete.
- At the Laguna Honda Hospital, the last of several phases of Boiler Room Retrofit, Secondary Water Supply, Pipe Bracing, and Equipment Anchoring are complete.
- Seismic strengthening projects at IZG/Research and Cowell Hall Wing, both at the Academy of Sciences, and the Legion of Honor seismic upgrade project are complete.



Construction was completed in July of 1996 on the $13.4 million, 800-space parking garage that serves San Francisco General Hospital staff, patients, visitors and the surrounding community. The parking structure has six levels of parking and fits within the 40-foot height limit allowed by the zoning ordinance.

- The Bureau of Architecture was retained by the Asian Art Museum to complete five construction projects including hazardous materials assessments and abatement, and demolition projects in both the Old Main Library building and the annex at 45 Hyde Street. Completion of earthquake repairs in the old Main Library is also scheduled.

- The Bill Graham Civic Auditorium Seismic Upgrade and Client Improvement project is complete. The Department of Convention Facilities resumed occupancy, and held its first event on March 18, 1996.

- The City Hall Seismic Project construction started in March 1995. The scope includes seismic retrofit, earthquake damage repair, accessibility improvements, and hazardous materials abatement. In November 1995 the voters approved a $63.5 million bond for improvements to City Hall for work not directly associated with the seismic retrofit project funded by the Earthquake Safety Bond Program. The scope includes infrastructure repair/replacement, tenant improvements, code upgrades, telecommunications modernization, new systems for HVAC, electric power distribution, and security, as well as, dome restoration, and building exterior cleaning.

- The $56 million War Memorial Opera House Seismic Upgrade and Improvement Project construction was substantially completed in June 1997 and the Opera is scheduled ro return for its first performance in the newly renovared building in September 1997. The Opera House project is an example of a successful public-private partnership where coordinated action by three funding groups was able to complete vital improvemenrs and restore this landmark to a fully functioning state-of-the-art facility.

- Design work is complete on the Deparrment of Public Health Headquarters at 101 Grove Street.

- Design work on the San Francisco Zoo Infrastructure Project is complete.

- Design work is complete on the Mission Branch Library Project. This project, funded by ESP2 and the 1988 Public Library Improvement Bond, is scheduled to begin construction in early 1998.

- The complered new Main Library opened during National Library Week celebrarions in April, 1996.

The San Francisco Fire Department Bond Program includes the construction and renovation of 32 Fire Department facilities, like the facility shown here.





The Civic Center Courthouse, located at the northwest corner of the Civic Center Plaza, contains 38 courtrooms. The exterior is finished in Sierra White granite and the interior public spaces are finished in French limestone. Construction will be completed in December, 1997.

- The 911 Emergency Communications Center was designed by the Bureau of Architecture and replaces the existing 911 call-taking, Police Dispatch, Emergency Medical Dispatch, and the Central Fire Alarm Station.

- The San Francisco Police Department (SFPD) Police Bond Program updates the structural and functional requirements of nine neighborhood police stations and one training facility. The new $4.5 million Bayview Police Station, constructed by a local African American-owned Minority Business, was completed in February 1997.

Recreation And Park Department Facilities:

- The Beach Chalet was re-opened in December 1996. The $1.8 million restoration and renovation project included accessibility improvements, rehabilitation of roofing and walls, new flooring, and restoration of the Labaudt frescoes. New lighting was installed to highlight the restored frescoes and the intricately carved woodwork.

- The $560,000 Potrero Hill Gymnasium/ Recreation Center Project, to improve accessibility throughout the facility, replace the gymnasium floor, and correct dry-rot problems, was completed and opened in May 1996.

- The Bernal Heights Gymnasium was remodeled to improve accessibility at the entry, restrooms, kitchens, and all program spaces and refurbish building finishes. The $511,000 project was completed in July 1996.

- Design documents are complete for the new $4.6 million Richmond District Community Center/Gymnasium. The 18,000 square foot single-story facility is in a small park in a residential neighborhood.

- Design documents are complete for the Wawona Clubhouse Renovation. The $428,000 project includes improved meeting room space, improved accessibility, a new kitchen and office.

Goals

- Continue customer satisfaction program by expanding client department survey process to include all of the architectural, engineering, and construction management services provided by the Bureaus under the Deputy Director of Engineering.

- Continue Quality Assurance Program focusing on service delivery improvements and cost efficiencies through formal project reviews, peer reviews, ADA compliance checks and constructability analyses.

BUREAU OF ENGINEERING

The **Bureau of Engineering** provides planning, project development, design and consulting services for city streets, infrastructure and structures. The Bureau is responsible for assuring that projects are consistent with applicable codes, standards and principles; are completed on schedule and within budget; are environmentally responsible; and enhance, improve and respect our community's standard of living and quality of life.

Streets and Highways Section

The **Streets and Highways Section** of the Bureau is responsible for the civil engineering design of roadway improvement projects. This Section produces contract plans, specifications and cost estimates for public construction contracts; and provides engineering support services to other design sections and City Departments. The Section also responds to public complaints regarding roadway conditions by conducting site inspections, and recommending corrective actions.



King Street Embarcadero surface roadway and Muni Metro Extension project.

Highlights

- The Streets and Highways Section completed the King Street segment of the Waterfront Transportation Projects and Phase 1 of the Bernal Heights Redevelopment Projects. It also completed the design for the Mid Embarcadero, the final segment of the Waterfront Transportation Projects; and for Lower Market Street Project, which will connect the F-Line from Market Street to Fisherman's Wharf.

Structural Engineering Section

The **Structural Engineering Section** of the Bureau provides design for new structures; and seismic retrofit, modifications and expansions for existing City-owned buildings, bridges, and major sewer structures. This Section routinely inspects City-owned bridges and roadway structures and responds to citizen complaints related to these structures.

Highlights

- The Structural Section provided structural design for the following: seismic retrofit of fire stations, libraries, parking garages, and bridges. The Section also continues to respond to emergencies resulting from landslides, rockfalls, and sewer collapses. This year the Section responded to ten rockfalls, landslides, and sewer collapses that required immediate action. The Section responded to the Edgehill Way emergency and provided design as well as on site support services to ensure the safety of residents and the public.



Interior Lobby Restoration at City Hall.

Electrical Engineering Section

The Electrical Engineering Section of the Bureau provides cost effective electrical and Instrumentation and Control design packages for various City Departments and acts as their consultant in matters related to electrical power and control.

Highlights

- The Electrical Engineering Section completed the electrical designs for the North Point Plant Renovation; Mid Embarcadero Project, including street lighting, landscape lighting, traffic signals and duct bank work for PUC's Bureau of Water Pollution Control. The Section also completed electrical designs for the renovation of five Fire Stations. The section also improved the Emergency Rescue Facilities # 1 & # 3 at the Airport for better response in emergency situations at the Airport runways; and provided four million dollars worth of traffic signal construction throughout the City.

Hydraulics Section

The Hydraulics Section designs the City's sewer and drainage projects.

Highlights

- Completed studies on and design of 83 blocks of sewers. Construction contracts have been awarded on 77 of these blocks and construction has been completed on 39 blocks. The construction cost of the completed projects is $3.8 million.

- Awarded 20 contracts for emergency or accelerated repair and replacement projects in the year exacerbated by another season of heavy winter rains, for a dollar value totaling $3.4 million.

- Planning two of five large sewer flooding control projects authorized with the passage of Proposition "D" in November of 1994.

- Planning and design work for $7 million dollars of drainage and sewer improvement work authorized in the 1994 bonds for Golden Gate Park.

- Participated in reviewing the planning efforts for the Mission Bay Project.

- Completed the hydraulic design for the Mid Embarcadero Project.

Mechanical Engineering Section

The Mechanical Engineering Section designs systems for sewage treatment plants and pump

stations, water pump stations and related facilities, the high pressure water system for the fire department, ventilation and plumbing systems in City owned buildings, and irrigation systems for the City's parks.

Highlights

- Prepared contract documents for the replacement of City-owned underground storage tanks.
- Completed design of a mulri-year, six-mile extension of the City's high pressure water system that serves the Fire Department.
- Initiated design of irrigation systems for Golden Gate Park under the 1992 Golden Gate Park improvement bond program.
- Completed design or process improvements at the North Point Water Pollution Control Plant and at the Southeasr Warer Pollurion Control Plant for PUC.

An attractive and challenging play structure at Chinoso playground in Chinatown.



Landscape Architecture Section

The **Landscape Architecture Section** designs City parks, urban spaces and streetscapes.

Highlights

- Margaret Hayward Park in Hayes Valley, Mission and Bernal playgrounds were renovated with attractive and challenging new play apparatus for both school-age children and toddlers.
- Precita Park was designed with active neighborhood participation. It includes a new stroll path, security lighting and a community courtyard.
- The Mountain Lake Park shoreline was reconstructed to reduce erosion and ro provide disabled access to the area.
- Franklin Square Soccer Field in the Mission District was transformed into a regulation size soccer facility. The field has been well used by soccer groups since its opening.
- Two pilot projects from the Golden Gate Park Bond, the Speedway Meadows Multi-Use Path and the Log Cabin projects were completed to provide disabled access along with widened pathways for increased safety and multi-purpose recreation.
- Historic Hang Ah Alley in Chinatown was refitted with pedestrian amenities such as special paving, tree plantings and wooden benches to function as much-needed open space rather than as an alley.

Project Development Section

The Project Development Section has three areas of responsibility:

1. *Pavement Management* maintains an inventory of City-maintained street pavements and their condition, investigates citizen complaints about pavement condition, and coordinates scheduling resurfacing with utility companies' proposed work. This enables the City to maintain a newly paved street without utility trenching for three or more years.

2. *Curb Ramp Management* reviews existing street crossings for accessibility for disabled individuals. New Federal or City standards are incorporated into the City's Standard Plans & Specifications for curb ramps. The Section is responsible for layouts and post construction inspections, (approximately 1,200 curb ramp site inspections per year), investigations of complaints about existing ramps or sites where new curb ramps are needed, and coordination of the City's curb ramp construction through private developers, contractors and City Forces.

3. *Sewer Management* identifies sewer repair or replacement projects. Additionally, proposed sewer construction is coordinated with street paving to complete needed sewer work before scheduled paving. The Section reviewed nearly 800 blocks of sewer videotape inspections last year and recommended 80 blocks for replacement. The condition of each block of sewer is entered in a database which contains 11 years of sewer inspection records. A database of the City's 14,000 blocks of sewer is also maintained. This file and the 11 years of sewer inspections will be used as a basis for the City's forthcoming sewer Geographic Information System.

Goals

- Improve responsiveness and project delivery to clients.
- Complete Bureau-Wide Diversity Training.
- Have Bureau personnel adequately trained in SF Building and ICBO Codes.
- Establish CADD Standards on engineering projects.
- Convert Standard Specifications to CSI format.
- Improve quality of design through implementation of a formalized quality assurance review procedure.
- The implementation of a bureau-wide Intranet project to share information efficiently.

CONSTRUCTION MANAGEMENT

The **Bureau of Construction Management** provides construction management services on public works projects. It ensures that projects are consistent with applicable codes, standards and principles; are environmentally responsible; and enhance, improve and respect our community's standard of living and quality of life.

Highlights

- Managed construction of Clean Water Projects in excess of $200 million.
- Managed construction of architectural construction projects in excess of $285 million.
- Managed Site Asbestos Remediation Program.
- Responded to emergencies in environmental issues.
- Managed $112 million of capital improvement facilities.
- Provided over 3,600 hours of training and inspection certifications.
- Managed $41 million of General Engineering projects.

- The City Hall Seismic Retrofit included earthquake damage repair, disabled access, hazardous materials abatement, new skylights, dome restoration, window refurbishment, new roofing, stone cleaning and tenant improvements including new HVAC, electrical, telecommunications, security and audio/visual systems.

- The Civic Auditorium Seismic Upgrade project strengthened the building's structure through a fixed base, shear wall scheme. Asbestos abatement and accessibility upgrades were also made.

- Completed the construction of the new Bayview Police Station.

- Completely renovated the Taraval Police Station with a seismic upgrade and an addition to the building.

- The Fire Department Headquarters at Pump Station 1 project involved seismic upgrade, underground parking, ADA requirements, and restoration of an existing building originally built in 1912. Work is scheduled to be completed in Spring 1998.



The War Memorial Opera House Seismic Upgrade and Improvements included structural, architectural, mechanical, plumbing, fire protection, electrical, theatrical, elevator, civil, landscape and historic preservation work.

- Provided disabled access to Hallidie Plaza, constructing a three-stop elevator.

Goals

- Continue management of Architectural Projects.
- Continue management of Clean Water Projects.
- Continue training upgrade.
- Continue managing the Capital Improvement Projects.
- Computerize construction payments.
- Streamline and cut cost of Hazardous Material Proposal.
- Continue upgrading Construction Management Procedures.
- Computerize all reports to make them available.
- Have a working LAN at 1680 Mission Street.

OFFICE OF CAPITAL RESOURCES

The Office of Capital Resources develops strategies, plans, programs, analysis, and reports in support of DPW's infrastructure maintenance, preservation, and enhancement mission.

The Geographic Information Systems (GIS) Program maintains the City digital Basemap, distributes the Basemap to City departments, and creates customized maps and GIS mapping applications.

Highlights

- Distributed the digital Basemap to 15 City Departments and various private companies.

- Completed a Street Construction Activity Web Site mapping application showing planned street construction activity. The data is received through the Combined Utilities Liaison on Construction and Other Projects forum. This mapping application is located on the web at www.sfdpw.com/ocrm .

- Produced several customized maps for neighborhood meetings to inform the public about street construction activity.

Goals

- Facilitate a process for continuously updating and distributing the City Basemap.
- Create customized maps and GIS mapping applications.

Facilities Condition Monitoring

The Facilities Condition Monitoring (FCM) program maintains an inventory of city-owned buildings, conducts condition assessments, and assists with the preparation of funding strategies to correct various capital deficiencies.

Highlights

- Completed condition assessments of all operational General Fund supported buildings in the last six years.

- A Facility Preservation Plan was completed for 31 MUNI facilities, showing that $41 million of capital repair and rehabilitation needs exist.

Goals

- Provide at least one complete inspection of the condition of all systems for each General Fund supported building during a five-year cycle.
- Provide special strategic reports to assist City Departments and the Capital Improvement Advisory Committee with specialized knowledge on the condition of the City's General Fund supported buildings so that limited funding can be prudently allocated.
- Develop a design strategy regarding the most efficient means of integrating FCM data into a Geographic Information System Environment.
- Develop "Year 2000" plan for the FCM mainframe database.

Earthquake Safety Program

The Earthquake Safety Program, Phase III was continued from fiscal year 1995-96. The Bureau has started the next to last phase of developing a final bond program proposal cost.

Goals

- Gather existing reports and previous cost estimates for the proposed facilities and update cost assumptions and results.
- Review report analysis results with client departments.
- Prepare a bond report.
- Discuss and review the bond program report with client departments and the Capital Improvement Advisory Committee.
- Develop an Earthquake Safety Modernization Bond Program Measure consistent with Capital Improvement Advisory Committee direction to finance selected seismic retrofit projects for the November 1998 ballot. The list of building candidates was narrowed to 13 facilities with an estimated bond cost of around $200 million.

Pavement Management and Mapping System program

The Pavement Management and Mapping System program (PMMS) provides cost effective maintenance for the City's 850 miles of streets. PMMS is part of a larger process related to the Committee for Utility Liaison on Construction and Other Projects.

Highlights

- Provided reports on pavement condition and maintenance priority.



The stairs were removed at the Polk Street entrance to City Hall during seismic construction.

- Prepared a needs analysis to obtain federal, state, and local funding.
- Prepared a list of Bureau of Street Repair paving locations and schedule.
- Prepared responses to claims against the City.
- Created a street system data base.
- Responded to director's, mayor's and public inquiries about paving issues.
- Represented the City's paving program at community meetings.

The **Committee for Utility Liaison on Construction and Other Projects** (CULCOP) is a forum mandated by the DPW Code to bring together all agencies whose maintenance or construction activities in the public roadways affect the public safety and quality of life. It optimizes customer service and minimizes public inconvenience by coordinating schedules, encouraging joint work when possible, disseminating information about codes and regulations, and by resolving problems encountered during construction.

CULCOP activities include:

- Conducting monthly meeting forums between City Departments and other agencies involved in street construction/rehabilitation.
- Collecting and recording City and utility five-year capital and infrastructure maintenance plans.
- Linking five-year plan databases with GIS Basemap.
- Facilitating joint projects and cooperation among agencies.
- Providing project information to city agencies and utility companies.

Goals

- Complete the pavement condition survey.
- Complete the street acceptance report, map, and legislation.
- Link the CULCOP database to the GIS Basemap to facilitate better street construction coordination.
- Create a Biennial pavement condition survey of all City streets.
- Produce a five year pavement maintenance program, with recommendation of priorities for paving city streets.



The ground floor at City Hall was excavated to prepare for base isolators.

Sewer Project Development & Mapping

The **Sewer Project Development & Mapping Program** develops sewer replacement projects, prioritizes them for design and construction and coordinates paving schedules. The project also works with consultants, and the Public Utilities Commission to implement a sewer GIS.

Highlights

- Reviewed inspections for more than 800 blocks of sewers.
- Recommended 81 blocks of sewer replacements.
- Held monthly meetings with Hydraulics and Streets and Highways to coordinate street and sewer projects.
- Held monthly meetings with the Public Utilities Commission and DPW to coordinate sewer projects and street resurfacing projects with sewer repairs.
- Provided information on sewer replacement projects for community meetings throughout the City.
- Maintained a Project Priority List prioritizing sewer projects and coordinating sewer work with proposed paving projects.
- Updated the sewer maps using as-built drawings from the last six years.



New concrete shear walls poured to roof level at south light court as part of the seismic retrofit at City Hall.

Goals

- Maintain a list of prioritized sewer replacement projects by updating list with the 800 blocks of sewer inspected annually.
- Coordinate sewer repair/replacement work with street resurfacing projects so sewer work will be complete before street is paved.
- Add new sewer inspections to the existing database of 6,000 blocks.
- Convert and link existing sewer data to the GIS Basemap.
- Develop procedures and applications for using sewer database files.

The Deputy Director of Operations is responsible for:

Building Repair
Street and Sewer Repair
Street Environmental Services
Water Pollution Control

DPW has deployed a dozen Green Machines (seen here) on busy commercial corridors.

4

BUREAU OF BUILDING REPAIR

The Bureau of Building Repair is responsible for operating, repairing, and maintaining City-owned and managed buildings and for managing interdepartmental work orders for other City agencies. This bureau is dedicated to providing quality, professional construction, repair, remodeling and facility management services to City-owned facilities at or below private contractor prices. The Bureau of Building Repair answers emergency repair calls 24 hours a day to keep vital services and facilities, such as police and fire stations, open and servicing the public.

Dear Mr. Primeau:

During the last three months various crews from the Bureau of Building Repair were the primary contractors for the hospital's "Laundry Chute Rooms Project."

Could you please convey our thanks for a great job to the Carpenter Shop, Cement Shop, Plumbing Shop and the Sheetmetal Shop. The workmanship was excellent It was a pleasure to work with everybody associated with this project.

Gerhard Mollenhauer
Department of Public Health
Laguna Honda Hospital

Highlights



Fence construction at the San Francisco Water Department.

- Commissioned newly remodeled police stations at Hunter's Point Naval Shipyard, Richmond Taraval, and Park districts.
- Embarcadero promenade sidewalk repairs.
- War Memorial Herbst Theater Lobby upgrades for plumbing and wasteline.
- Farmers Market water service repairs.
- Mission Cultural Center replacement of roof heater units.
- Margaret Hayward Playground ADA upgrades.
- Airport Terminal interior and exterior painting.
- Pier 48 painting and glass repairs after fire damage to Sheds 'A' and 'B'.
- Civic Center fountain conversion.

- Conservatory glass repairs
- Castro Street Harvey Milk flagpole installation.

Goals

- Unified School District sidewalk repairs.
- Animal Shelter fencing and landscaping.
- Water Department's ongoing program ro retrofit plumbing fixtures in City-owned buildings for warer conservation.
- Bureau of Architecture's ongoing repair and upgrade projects for various fire stations under the Proposition 'C' Bond Program.
- Bureau of Street-Use and Mapping's project of maintaining and repairing sidewalks around public properties and City-owned buildings.
- ADA upgrades of the Hall of Justice facility.
- Continuing repairs of sidewalks and ramps for Bureau of Street-Use and Mapping.
- Continuing upgrade and repair of road structure.



Painting Pier 48 for the San Francisco Port Authority.

Mr. Ray Zalud
Bureau of Building Repair

Dear Ray:

I would like to take this opportunity to commend your staff for their exemplary efforts in responding to a request which came to my office to remove a bollard (flagpole) that had been placed without permits on Ewer Street We were gratified to get such positive feedback from observing citizens that these staff members acted most professionally and courteously during the course of this operation. The City is most fortunate to have such competent employees who are responsive to the citizens' needs and exemplify the optimum of quality in their performance. They are to be congratulated.

Sincerely;
Bill Lee
City Administrator

To: Ms. deVaughn (Deputy Director)

On behalf of the PUC-WPCD, I would like to express my sincere appreciation for the timely assistance DPW provided us in the recent emergency that occurred at the Northshore Pump Station. I personally witnessed your personnel ctoss normal boundaries of division and authority to provide us personnel, equipment and fuel, often outside of normal working hours, during the serious situation at that station. The resources and services you provided allowed the WPCD not to be as concerned with support elements, but rather to concentrate their resources directly on solutions. I've been surprised and grateful at the general air of cooperation we have received at the Cesar Chavez yard but during the emergency the delivery of your people was truly impressive.

Public Utilities Commission
Water Pollution Control Division



A street resurfacing operation.

BUREAU OF STREET AND SEWER REPAIR

The Bureau of Street and Sewer Repair is responsible for maintaining and repairing the City's streets and adjoining structures, including pavements, gutters, retaining walls, and stairways; the City's combined sewer collection system, including over 80 miles of large brick sewers, most of which were constructed before 1900; the City's bridges, tunnels, underpasses and overpasses, including the operation of three lift bridges; and the operation, maintenance and repair of the Municipal Asphalt Plant.

NOTE: The Bureau of Street and Sewer Repair Program has been relinquished to the Public Utilities Commission (PUC). This has resulted in a transfer of 35 permanent positions to PUC Sewer Operations and the responsibility to investigate, clean and respond to public sewer requests for clearance of blockages. The Bureau has retained the functions of repairing broken sewer pipes and repairing brick sewers at the direction of PUC Sewer Operations.

April 22, 1997

To the Department of Public Works:

This is a compliment, not a complaint. You are just completing a sewer replacement on Steiner Street next to our church. Your work was done with great efficiency (I've seldom seen people work harder and quicker) and with much sensitivity to the neighborhood and its needs....
Tax money well spent. Thank you.

Fr. John Ring
Pastor
The Church of St. Vincent de Paul

Street and Sewer Repair Statistics

Street Repair Program	1995-1997
Lane miles of City street resurfaced	130
Square feet of defective pavement patched	1,677,000
Potholes patched	58,800
Lane miles of City street slurry sealed	131
Tons of asphalt concrete pronounced	63,400
Sewer Repair Program	
Linear feet of pipe sewer cleaned	548,000
Catch basins cleaned	6,500
Sections of main sewer repaired	165
Sections of side sewer repaired	602

Highlights

- The Bureau has designed and implemented a database system which allows us to track sewer repair projects, pothole repairs and other activities. The system provides cost information by location and measures our responsiveness to the public.



Director of Public Works testing the Green Machine on Market Street.

Street and Environmental Services Statistics

- Litter enforcement (citations, warnings, and follow-up calls): 8,303
- Educational contacts relating to litter laws: 5,627
- Total tons of debris removed: 23,191
- Total curb miles of streets cleaned: 110,042
- Total curb miles of mechanical sweeping - controlled parking: 104,648
- Total curb miles of mechanical sweeping - uncontrolled routes: 5,394
- Tons of illegally dumped debris removed: 6,816

Goals

- Improve the Bureau's Cost Tracking System.
- Improve work site "Safe Work Practices."
- Expand supervisory training to ease the transition from laborers into leaders.
- Improve asphalt plant efficiency by the installation of a storage silo for hot asphalt.

BUREAU OF STREET ENVIRONMENTAL SERVICES

The Bureau of Street Environmental Services (BSES) removes dirt, refuse, and graffiti from City streets, plazas, stairways, building frontages, and other areas for reasons of public safety, code compliance, health, and beautification. BSES also cares for the City's landscaped areas and urban forest, planting and maintaining thousands of trees every year.

Highlights

- The Bureau introduced "Green Machines" in 1997. More efficient than manual sweeping, these machines allow workers to clean sidewalks and other areas too small for regular mechanical cleaning.

- The Bureau provided resources to residents in various neighborhoods who have made a commitment to maintain cleanliness and safety on their streets. BSES and residents worked together to identify special needs in the community such as extra sidewalk cleaning; steamcleaning; identification and timely removal of graffiti; street flushing; tree pruning; and the provision of "No Dumping" and "Drug Free Zone" signs. BSES has partnered with the Inner Mission San Francisco Organizing Project (SFOP), the Market Street Development Association and the Bayview/Hunters Point Community Project.

- BSES, Golden Gate Disposal Company, and Sunset Scavenger Company formed a Clean Team partnership to maintain a cleaner San Francisco. One of the goals of the Team is to improve service to the City's 3,300 litter receptacles.

- Through a joint effort between the Bernal Heights community and the Bureau, the Precita Triangle was landscaped with Washington Palms and flowering shrubs and groundcover plants. The design for the Triangle was provided by a resident and the planting was done by BSES personnel.

- Starting in 1996, illegal dumping pick ups in the Bayview District was transferred to the Sunset Scavenger Company resulting in a more timely and efficient response to requests for this type of removal and a 46% reduction in tons of illegally dumped debris directly removed by the Bureau.



Neighborhood kids helping DPW plant a tree.

- The Bureau's commitment to providing quick, accurate, and complete services to the public has been greatly enhanced by the activities of the Neighborhood Services Unit. During the 1996/1997 fiscal year, 19,346 service requests were taken and distributed for appropriate action. This number represents only those requests dealing with BSES services and does not include referrals and information provided to the public for other agencies or Bureaus.

Goals

- Improve mechanical street sweeping program by re-scheduling hours for posted street cleaning.
- Provide at least eight hours of development training per year for each Bureau employee.
- Increase public awareness of street cleaning issues, regulations, and codes through education and enforcement efforts.
- Expand public/private clean street and sidewalk partnerships.
- Maintain graffiti abatement operations.
- Incorporate graffiti removal activities into the Broom and Brush Brigade program.
- Increase Green Machine sidewalk sweeping to ten routes.
- Service 1,000 litter receptacles twice a day and 2,000 receptacles once daily.

Graffiti Abatement Program.



Dear Mr. Primeau:

This letter is to acknowledge the TERRIFIC work the tree toppers on 15th Street this last week.....Their work is truly that of artists. So often "city workers" go unappreciated for the often long-accrued skills they display daily....Good job!

Sincerely,
David Smith Fox

Dear Mr. Primeau:

I am writing to commend the work of the Bureau of Street Environmental Services for the successful eco-blitz of our neighborhood on June 8, when members of the Hayes Valley Neighborhood Association along with workers from DPW worked together to sweep, weed, inspect, and steam-clean our sidewalks, remove graffiti, and trim trees....We were all amazed at how much was accomplished in just a few hours....This was a great experience for our community. Many thanks for working so well with us in restoring a sense of pride and order to our neighborhood.

Sincerely,
Patricia Walkup, President
Hayes Valley Neighborhood Association



A sewer main repair.

BUREAU OF WATER POLLUTION CONTROL

The **Bureau of Water Pollution Control** provides for the collection and treatment of the City's sewage, to properly dispose of the by-products of treatment, and to monitor the disposal system to ensure the maintenance of a safe environment in our bay and ocean waters.

NOTE: Effective July 1, 1997, the Bureau of Water Pollution Control will be transferred to the Public Utilities Commission.

Highlights

- In 1995, the Oceanside Water Pollution Control Plant permit to discharge was scheduled for re-issuance by the Regional Water Quality Control Board and Environmental Protection Agency. A number of meetings were held with the public, environmental groups and other State and Federal agencies. Since the last permit was issued in 1990, a large marine sanctuary was officially designated off the California coast (Monterey Bay National Marine Sanctuary). A plan was drafted which effectively addressed concerns of all agencies, but was no larger in scope than the previous design. By reallocating resources and redirecting efforts, the new monitoring plan represents an attempt by government to work smarter together.

- The rebuilding of the Dry Weather Pumps at the North Shore Pump Station was completed.

- Oceanside Plant operated during the year, wirhout violation of its permit limits. There were no complaints from neighbors about odor, noise, or traffic.

- Five hundred and fifty students from San Francisco schools learned about wastewater minimization and treatment. Other guests came from Japan, Italy, Singapore, Taiwan, South Korea, China, Syria, Belgium, Hungary, and New York. The Surfriders Association, State Water Resources Control Board members, Bay Area Dischargers' Association, the Grand Jury and senior citizens groups also received presentations and tours.

Water Pollution Control painters responsible for sandblasting and painting clarifiers use proper personal protective equipment, such as respirators and full protection harnesses.



PERFORMANCE MEASUREMENTS

Measurement Parameter	1995-1996
Millions of Gallons Treated	34,571
Percent Compliance, Settable Solids	100%
Percent Compliance, Chlorine Residual	99.9%
Percent Compliance, Biochemical Oxygen Demand	100%
Percent Compliance, Suspended Solids	100%
Routine Lab Tests	128,116*

* Approximate number of tests



Modifying old hangers for use as collars on DAF skimmers.



Testing trip point of process alarm module.

February 4, 1997

Re: Emergency Sewer Repair on 27th Street

Dear Mr. Mamak

Thank you so much for your attention to the above project. All of the neighbors and merchants were really pleased with your responsiveness to our concerns, and it was wonderful that you were able to get things moving quickly and with the least impact possible.

Mary Hodder

Bureau of Environmental Regulation and Management
Bureau of Street Use and Mapping



Recording wastewater flow at the Presidio.

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Loading automatic sampler security box in BERM van.



BUREAU OF ENVIRONMENTAL REGULATION AND MANAGEMENT

The Bureau of Environmental Regulation and Management regulates industrial waste discharges to the sewerage system, develops educational materials and conducts outreach projects with residents and businesses to reduce the amount of toxic pollutants discharged into the sewerage system. The bureau also implements the City's Sewer Use Charge Program and assists DPW in complying with environmental health and safety requirements.

**NOTE: Effective July 1, 1997, the Bureau of Environmental Regulation and Management will be transferred to the Public Utilities Commission.*

Pretreatment

The Pretreatment Section protects human health and the environment by preventing the discharge of pollutants that would cause operational problems with the system or contribute to violations of the regulatory requirements imposed on the City by state and federal agencies.

Highlights

- Identified the sources of polyaromatic hydrocarbons (PAH's), Polychlorinated biphenyls (PCB), dioxin, and pesticides entering the sewage system.
- Reevaluated local industrial discharge limits.
- Conducted an award winning public education and outreach program for industrial, residential and commercial dischargers.

User Charge

The User Charge Section ensures that users of the City's sewerage system pay a fair share for their use of the system, manages the appeals program, and maintains over 150,000 customer accounts.



Recording wastewater flow.

Highlights

- Continuing four-year program to computerize all reduced flow factor residential user account histories (25,000), for more efficient information retrieval.
- Provided prompt service by resolving 95% of all initial residential sewer service charge appeals within 20 working days.



Preparing wastewater samples for testing.

Goals

- Continue to evaluate toxic organic pollutants to the sewerage system.
- Continue to add 7,000 residential sewer service charge accounts to the computer database.
- Continue to educate industrial, commercial and residential sources on wastewater and storm water pollution prevention strategies.

PROGRAM MEASUREMENTS	1995-1996	1996-1997
Enforcement Inspections	1,449	1,432
Pretreatment Monitoring Stops	5,041	5,547
Collection System Monitoring Stops	2,820	2,307
User Charge Monitoring Stops	3,222	3,767

**Review and Reappraisal User Charge Accounts has been transferred to PUC Customer Service Division effective 7/1/97.*

BUREAU OF STREET-USE AND MAPPING

The Bureau of Street-Use and Mapping maintains the official City map, processes land subdivisions and condominium conversions, protects and enhances the public's right-of-way, issues permits enforcing local, state and federal mandates, expands the City's urban forest and promotes the undergrounding of overhead utilities.

Highlights

- Successfully lobbied amendments to the Telecommunications Act of 1996, to preserve the rights of municipalities to regulate and be compensated for use of their public streets by telecommunications companies.

- Assured the continued provision of additional conduit in all new underground cable TV installation and expanded the use of that conduit to cover multiple City telecommunications use through the Bureau's participation in the negotiations of the franchise transfer of San Francisco's cable TV franchise from Viacom to TCI.

- Participated in the negotiations between PG&E and the City, ensuring the acceleration of the utility undergrounding program and its implementation in neighborhoods throughout the City as well as the sale of electrical power to additional customers resulting in increased revenues to the City of $51 million.

Utility Undergrounding



The undergrounding project at Folsom Street and Cortland Avenue will begin during the last quarter of 2001. This computer generated "after" photo shows how the street will appear after the work is complete.

- Successfully negotiated Utility Conditions Permit with several telecommunication companies and established a process to protect the City's right to regulate the use of the public right-of-way.
- Successfully negotiated two-year agreement with Metricom to affix radio repeaters to 500 light poles.

Goals

- Continue to protect the City's ability to regulate the use of public right-of-way by working with state representatives on deregulation of the telecommunications and power industries, and by preparing an ordinance to charge a mitigation fee for loss of pavement life caused by street excavation.
- Continue participation in the GIS Base Map operation and maintenance process.
- Continue educating and establishing the Bureau's role in public right-of-way improvements.
- Continue BSM's automation program and the development of GIS applications.

Undergrounding of Overhead Utility Wires

Utility undergrounding is the removal of overhead wires and poles and placing the wires under the streets and sidewalks.

Highlights

- Negotiated a settlement with PG&E which will result in:
 - joint construction of utility undergrounding and gas pipeline replacement,
 - additional revenues of $51 million in electrical sales by Hetch Hetchy,
 - undergrounding of 42 miles over a five year period,
 - the reduction of the City's holdover undergrounding funds,
 - undergrounding in all parts of the City; and
 - the ability of paying abatement costs (for conversion to receive utilities underground) over a five year period.
- Placed tax bills for the Sutro Heights undergrounding streetlight assessment district and recovered approximately 80% of funds in the first year (remaining 20% to be paid over a 5-year period).
- Completed construction of Presidio Heights Phase 1 and completed design of Phase 2.
- Legislation adding rear yard easements was approved.
- Completed Dolores Heights design.

- Began construction of Brewster/Joy area, first of three Bernal Heights life/safety improvement areas which will include undergrounding of utilities.

Goals

- Conduct public outreach and education about the undergrounding program.
- Meet milestones outlined in the settlement agreement for legislating districts.
- Design street lighting systems to meet schedules of the accelerated undergrounding program.
- Identify all reasonable methods of increasing efficiencies in the undergrounding program and of reducing impacts to residents, merchants, and visitors.
- Reduce the financial hardship on some property owners who will be required to convert their properties to receive utilities underground.

Urban Forest

Highlights

- Planted 3,900 trees in 1995/96 and 4,400 trees in 1996/97.
- Provided training support to the Sheriff's Tree Corps on early tree care.
- Obtained a $35,000 EEM grant for the Bernal Heights Tree Planting Project. Project will plant 500 trees on 14 open space parcels to mitigate Cal Trans Highway 280 retrofit.
- Completed construction work and relinquished maintenance of 325 trees in Bernal Heights, Western Addition and Fisherman's Wharf neighborhoods. Remaining eligible trees will continue to be maintained by DPW.
- Negotiated with Bernal Heights Tree Committee, expanding community involvement in the tree removal permit process.
- Created a software database to scan 35,000 tree permits. This will enable BSM to electronically forward permit information to Building Inspection and be integrated with other BSM programs.

Goals

- Plant 4,000 trees during the next fiscal year.
- Evaluate the tree relinquishment program and its impact on additional maintenance costs associated with the DPW Street Tree Planting Program.



There are approximately 55,000 privately-owned street trees in San Francisco. DPW maintains an additional 25,000 trees inspecting 4,000 street trees per year.



90 kiosks have been installed.

- Meet and confer with affected Bureaus to consider ending new tree plantings in major corridors and focus on in-planting in those areas where trees have been lost.
- Identify future funding sources for DPW Street Tree Planting Program. Sales Tax funding for this category will end in FY 99/00.
- Assist TAB in identifying a funding source for a City-wide inventory of privately maintained street trees.
- Complete EEM grant process for Bernal Heights Tree Planting Project.

Public Toilets and Kiosks

Goals

- Amend toilet contract to install two more toilets (Coit Tower and John McLaren Park).
- Address question on possessor interest tax.
- Continue pursuing state legislation that would allow advertising on urban highways (Van Ness Avenue, 19th Avenue and Lombard Street) within the City.

Inspection Services

Highlights

- Completed a Commercial District Education and Enforcement three month Pilot Project, in five commercial districts. The project included working with neighborhood groups, the Mayor's Office, and the Departments of Parking and Traffic, Police, and Public Health.



Approximately 40,000 free tokens were distributed to homeless and other non-profit organizations for public toilets. Twenty public toilets are in operation with more than one million uses to date (28% by free tokens).

- Completed inspection of the construction of public improvements for Portola Place, a 250-unit affordable housing subdivision.
- Conducted utility and sewer construction coordination meetings for the Chinatown/ North Beach area, South of Market area, Fisherman's Wharf area and the Moscone Center. These efforts have served as an example for coordinating permit construction projects and public works projects.

- Initiated an Inspection Services Performance Improvement Project.

- Completed a readiness for change assessment. The assessment indicated a high level of shared understanding of the purpose of inspection services and a positive attitude toward change.

- Began automation program and completed the process analysis for the Utility Excavation Permit issuance process and the handheld computer, Field Data collection for the District Inspection Program.

Goals

- Accept hardware, program, and implement first phase of District Inspection automation plan and initiate second phase, upgrade and incorporate complaint management system.

- Implement first phase of Excavation Electric Permit and Information system and initiate electronic permit and inspection phase.

Subdivision and Mapping

Highlights

- Reduced processing time for map applications.
- Approved 285 condominium, subdivisions and merger projects.
- Refined project tracking and priority system.
- Updated accuracy on 85% of the database.
- Held successful Condominium Lottery under new legislation.

Goals

- Continue computerization with CAD, digitizing, and updaring the database system.
- Prepare final revision to Subdivision Code and solicit public input.
- Continue participation in GIS Basemap maintenance process.
- Continue to prepare procedures for mapping and street legislation processes.

Street-Use Permits

Highlights

- Issued 90 Street Improvement Permits, a 300% increase from last fiscal year.

- Participated in the Quality of Life Pilot Project for Tables & Chairs and Display permits in the Clement Street and 24th Street neighborhoods.

- Trained six plan checkers to perform site investigations and issue permits pertaining to development projecrs.

- Instituted training for all Permits Section personnel in customer service, computer training, writing skills, stress management and other quality oriented training investigations.

- Developed a new program for implementing the Commemorative Plaque Ordinance, which is necessary for developing historical walking trails in the City.

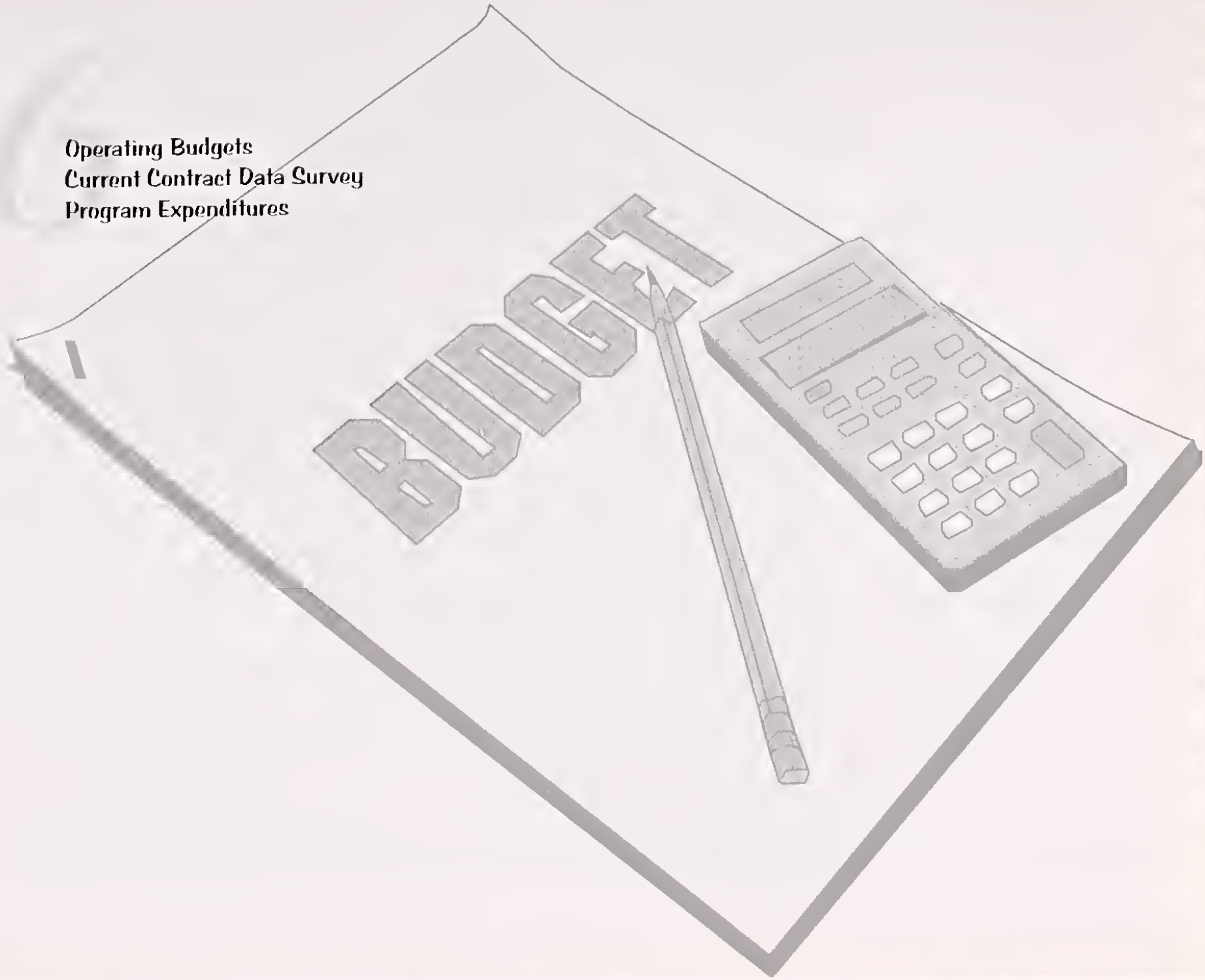
Goals

- Continue to develop BSM Permits Section's role as the City's main point of contact for large development projects.
- Conduct a process improvement for high quality customer service.
- Develop customer action check lists for the more complicated permits issued by the Permits Section such as Street Improvement, Major Encroachment, and Minor Encroachment permits.
- Revise procedures and policy pertaining to Banner, Pipe Barrier, Commemorative Plaque, Display Merchandise and Tables & Chairs permits.
- Evaluate plan checking fees and propose a fee structure that would provide sufficient cost recovery.

PERFORMANCE MEASUREMENTS

DESCRIPTION	Fiscal Year 1994-1995	Fiscal Year 1995-1996	Fiscal Year 1996-1997
Map Actions and Street Legislation requests	280	336	343
Monuments and Benchmarks Verified	8	0	0
Utility Undergrounding District Constructed (Blocks)	5	25	17
Utility Undergrounding District Designed (Blocks)	57	32	11
Utility Undergrounding District Formed (Blocks)	43	5	64
Street Trees Permits Issued	1,707	1,715	1,850
Street Trees Planted	3,662	3,900	4,400
Street-Use Permits processed	2,832	2,453	3,270
Complaints and Requests for Inspection	2,417	3,797	4,729
Sidewalk Sites Inspected	6,690	9,308	7,921
Sidewalk Sites In Abatement	375	265	236
Utility Street Excavation Permitted (Sq. Ft.) this FY	475,638	620,150	617,188
Utility Street Excavation Inspected (Sq. Ft.)	337,177	653,334	522,297

Operating Budgets
Current Contract Data Survey
Program Expenditures



Department Statistics

6

OPERATING BUDGETS
(EXCLUSIVE OF CAPITAL IMPROVEMENTS, DEBT SERVICE & WORK ORDERS)
(IN THOUSANDS)

Functions	1993-1994 Budget	1994-1995 Budget	1995-1996 Budget	1996-1997 Budget
Building Repair	6,341	5,394	4,940	5,514
Engineering	2,078	2,431	2,547	2,576
Water Pollution Control	54,754	57,333	59,800	59,552
Street Environmental Services	14,177	15,901	17,617	18,720
Street and Sewer Repair	14,141	14,294	14,745	14,283
Environmental Regulation/Management	5,895	6,011	6,602	6,785
Street-Use and Mapping	1,728	1,761	1,861	1,911
Totals	$99,114	$103,125	$108,112	$109,341
Funding Sources				
General Fund	$8,139	$8,514	$8,903	$9,979
Gas Tax	19,708	19,869	21,132	21,384
Sewer Service Charge	71,267	74,742	78,077	77,978
Totals	$99,114	$103,125	$108,112	$109,341

CURRENT CONTRACT DATA SURVEY

Contracts Awarded

	1995-1996		1996-1997	
Bureau of Architecture				
Building Renovation/Related Facilities	1	103,380	5	3,131,442
Fire Department	9	14,358,880	3	1,244,985
Library	0	0	0	0
Office of Emergency Services	0	0	1	14,400,000
Performance Arts	2	37,646,264	0	0
Police Department	1	4,349,000	0	0
Public Health	3	868,544	3	797,750
Real Estate Department	1	143,200	0	0
Rec/Park Facilities	3	2,819,401	3	949,000
Professional Services	8	954,800	8	984,510
	28	61,243,469	23	21,507,687
Bureau of Engineering				
AWSS	0	0	3	166,549
Bridges	1	191,990	3	3,444,794
Building Related Facilities	3	302,397	2	362,500
Public Health	0	0	0	0
Performance Arts	0	0	0	0
Rec/Park Facilities	10	5,178,297	13	8,912,723
SFFD Fireboat Renovation	0	0	2	207,023
Sewers	57	9,385,245	34	6,515,283
Underground Storage Tanks	2	404,435	0	0
Streets & Sidewalks	19	30,809,394	11	6,183,863
Traffic Signals	4	2,295,477	5	2,395,377
Street Lights	1	120,000	3	1,303,953
Treatment Plants & Pump Station	5	14,808,770	4	3,334,527
CNG Fueling Station	1	386,297	0	0
Professional Services	44	6,133,159	13	964,412
	147	70,015,461	93	33,791,004
Bureau of Building Repair	19	312,172	28	359,196
Bureau of Street and Sewer Repair	2	650,000	1	578,050
Bureau of Construction Management	7	58,200	5	325,372
Bureau of Water Pollution Control	16	4,825,206	21	6,614,305
Bureau of Street Use and Mapping	2	104,050	1	130,000
Bureau of Environmental Regulation & Management	7	535,000	5	935,000
Bureau of Street Environmental Services	0	0	0	0
General	5	327,850	4	104,800
Department of Building Inspection	3	195,000	0	0
Master Agreements	22	12,900,000	14	5,750,000
Total	258	151,166,408	195	70,095,414

DEPARTMENT OF PUBLIC WORKS
EXPENDITURES (IN THOUSANDS)
Fiscal Years 1995-1996 and 1996-1997

BUREAU	DESCRIPTION	Fiscal Year 1995-1996	Fiscal Year 1996-1997
Bureau of Architecture	Salaries, Fringes and Overhead	8,474	13,867
	Non Personal Services	126,696	157,100
	Other Support	1,136	237
	Materials & Supplies	3	154
	Capital Outlay	368	737
	Services of other Depts.	4,638	4,565
	Subtotal:	141,315	176,660
Bureau of Building Repair	Salaries, Fringes and Overhead	17,999	18,600
	Non Personal Services	1,199	1,488
	Materials & Supplies	2,023	2,146
	Capital Outlay	23	11
	Services of other Depts.	910	562
	Subtotal:	22,154	22,807
Bureau of Construction Management	Salaries, Fringes and Overhead	11,108	11,027
	Non Personal Services	5,131	4,410
	Materials & Supplies	0	3
	Services of other Depts.	154	346
	Subtotal:	16,393	15,786
Bureau of Engineering	Salaries, Fringes and Overhead	21,165	21,500
	Non Personal Services	137,684	102,490
	Materials & Supplies	204	103
	Capital Outlay	215	929
	Services of other Depts.	8,774	6,262
	Subtotal:	168,042	131,284
Bureau of Environmental Regulation and Management	Salaries, Fringes and Overhead	3,371	84
	Non Personal Services	788	32
	Materials & Supplies	170	0
	Capital Outlay	440	401
	Services of other Depts.	1,650	0
	Subtotal:	6,419	517
Bureau of Street Environmental Services	Salaries, Fringes and Overhead	16,472	17,794
	Non Personal Services	59	79
	Materials & Supplies	628	622
	Capital Outlay	2,034	445
	Services of other Depts.	430	416
	Subtotal:	19,623	19,356
Bureau of Street-Use and Mapping	Salaries, Fringes and Overhead	2,980	3,574
	Non Personal Services	378	580
	Other Support	0	0
	Materials & Supplies	3	6
	Capital Outlay	0	82
	Services of other Depts.	851	1,902
	Subtotal:	4,212	6,144

DEPARTMENT OF PUBLIC WORKS
EXPENDITURES (IN THOUSANDS)
Fiscal Years 1995-1996 and 1996-1997
(continued)

BUREAU	Fiscal Year OESCRIPTION	Fiscol Yeor 1995-1996	1996-1997
Bureou of Street ond Sewer Repoir	Solories, Fringes ond Overheod	11,253	6,669
	Non Personol Services	1,165	110
	Moterials & Supplies	1,524	1,657
	Copitol Outlay	817	84
	Services of other Oepts.	1,611	1,373
	Subtotal:	16,370	9,893
Bureou of Woter Pollution Control	Solories, Fringes ond Overheod	22,814	1,300
	Non Personol Services	7,569	87
	Moterials & Supplies	7,166	168
	Copitol Outlay	336	0
	Services of other Oepts.	14,606	378
	Subtotal:	52,491	1,933
	GRANO TOTAL	$447,019	$384,380

Note: At the beginning of Fiscol Yeor 1997-1998, the Bureous of Environmentol Regulotion ond Monogement ond Woter Pollution Control ond the sewer portion of Street ond Sewer Repoir will be tronsferred to the Public Utilities Commission (PUC). The mojority of expenses for Fiscol Yeor 1996-1997 ossociated with those Bureous were tronsferred to PUC.

Retirements
Awards



Mayor Brown presented employee recognition awards during National Public Works Week.

7

RETIREMENTS 1995-1997

Years of Service

GENERAL ADMINISTRATION

Ida Butler ____ 13 years
John Cribbs ____ 32 years
Violet Khoo ____ 21 years
Donald McConlogue ____ 8 years
Ruth Morey ____ 22 years
Arturo Sablad ____ 19 years
Antonio Salinda ____ 17 years
Annie Troy ____ 12 years

BUREAU OF ARCHITECTURE

Norman Karasick ____ 28 years
Gene Wong ____ 22 years

BUREAU OF BUILDING REPAIR

Royal Anderson ____ 12 years
William Bass ____ 13 years
Ronald Champagne ____ 23 years
Ming Chu ____ 9 years
Judith Freed ____ 11 years
Ronald Gospodnetich ____ 10 years
Jimmie Inghram ____ 25 years
George Jackson ____ 17 years
Charles Janes ____ 22 years
Gene Wah Lee ____ 11 years
Richard Lewis ____ 9 years
William Pastor ____ 27 yenrs
Delmar Sanford ____ 16 years
Etta Smart ____ 12 years
Joseph Vescera ____ 18 yenrs

BUREAU OF CONSTRUCTION MANAGEMENT

Roger Kuhn ____ 21 years
James MacFarlan ____ 11 years
Gloria Marble ____ 27 years
Robert Swanstrom ____ 26 years

BUREAU OF ENGINEERING

Rufino DeLeon ____ 19 years
Rosa Jackson ____ 8 years
Theodore Kaden ____ 26 years
Herbert Takahashi ____ 37 years

BUREAU OF ENVIRONMENTAL REGULATION AND MANAGEMENT

Vera Hogan ____ 26 years

BUREAU OF STREET AND SEWER REPAIR

Thomas Jackson _____ 11 years
Juan Lara _____ 16 years
Michael Lee _____ 26 years
Kevin O'Connor _____ 12 years
John O'Shaughnessy _____ 12 years
Joe Schott _____ 10 years

BUREAU OF STREET-USE AND MAPPING

Louis Larson _____ 12 years
Kay Low _____ 9 years

BUREAU OF STREET ENVIRONMENTAL SERVICES

Quirino Almeida _____ 20 years
Melvin Clisby _____ 22 years
Willie Duncan _____ 33 years
Austin Loomis _____ 31 years
Fred Marota _____ 27 years
Richard Settle _____ 17 years
Richard White _____ 30 years
Jerome Woods _____ 30 years
John Roumbanis _____ 34 years

BUREAU OF WATER POLLUTION CONTROL

Robert Ericcson _____ 15 years
William Murphy _____ 32 years
Michael Ouon _____ 24 years
Victor Von-Aspern _____ 10 years

AWARDS

DEPARTMENT OF PUBLIC WORKS EMPLOYEE RECOGNITION PROGRAM

1995 Quarterly Awardees

Kim-Hwa Chao, Bureau of Water Pollution Control
Carrie Durkee, Bureau of Street-Use and Mapping
Bob Hesse, Office of Financial Management and Administration
Linda Leong, Bureau of Engineering
Edgar Poma, Bureau of Construction Management
Andrew Smith, Bureau of Street and Sewer Repair
Laura Tanigawa, Bureau of Construction Management

1995 Yearly Awardees

Mee-Lih Ahmad, Bureau of Engineering
Robert Hesse, Office of Financial Management and Administration
Kerry Ka, Office of Financial Management and Administration
Cecil Lamar, Bureau of Building Repair
Howard Perkins, Bureau of Water Pollution Control
Andrew Smith, Bureau of Street and Sewer Repair
Laura Tanigawa, Bureau of Construction Management

1996 Awardees

Robert Monson, Bureau of Building Repair
Joseph Wong, Bureau of Engineering
Julie Lee, Office of Financial Management and Administration

1997 Awardees

Carazan Cabezas, Bureau of Building Repair
Bill Davis, Office of Financial Management and Administration
Kathy How, Office of the City Engineer

Dodge Alley Clean-Up Team
Sum Cheung, Cynthia Chana, Robert Ouan, Henry Diaz, Jody Manahan, Scott Shaw

Geagraphic Information Systems Team
Doug Langfield, Marivic Huff, Jeff Johnson, Carmelito Navarro, George White, Amy Chow

War Memorial Opera House Seismic Upgrade/Improvements Project Team
Dan Alameida, Belarmina Andia, Marisa Fernandez, Susan Ferreyra, Tara Lamant, Andy Malaney

DEPARTMENTAL SAFETY AWARDS

Safe Bureaus of the Year– Non-Operations Bureau

- Bureau of Environmental Regulation and Management (BERM) - 1995

BERM reduced its Recordable Injury Rate substantially from 11 in 1994 to 4.6 in 1995. In addition, the Bureau distinguished itself by the quality of their Injury and Illness Prevention Program, specifically, record keeping and participation in safety tailgate training.

- Bureau of Construction Management - 1996

BCM reduced its Recordable Injury Rate from 5.4 in 1995 to 4.1 in 1996. The Bureau distinguished itself by the quality of its Injury and Illness Prevention Program, specifically, record keeping and participation in safety tailgate training.

Safe Bureaus of the Year – Operations Bureau

- Bureau of Water Pollution Control - 1995

The Bureau distinguished itself by the quality of its Injury and Illness Prevention Program, including, implementing Bureau specific safety programs. Additionally, WPC reduced its Lost Workday Rate from 130 in 1994 to 103.4 in 1995.

- Bureau of Building Repair - 1996

The Bureau distinguished itself by substantial progress in implementing its Injury and Illness Prevention Program. BBR reduced its Lost Workday Rate from 323.7 in 1995 to 234.2 in 1996, and reduced its Annual Preventable Motor Vehicle Accident Rate from 12 in 1995 to 6.3 in 1996.

Project Awards

- Airport Parking Structure No. 1 received *the National Public Works 1997 Project of the Year Award for Structures Over $10 Million* from the American Public Works Association. The Project Leaders were Kathy How, Howard Wong and Clyde Cohen. The Bureaus of Architecture, Engineering and Construction Management received the award.

- Airport Parking Structure No. 1 received the *Northern California 1997 Public Works Project of the Year Award* from the American Public Works Association, Northern California Chapter. The Project Leaders were Kathy How, Howard Wong and Clyde Cohen. The Bureaus of Architecture, Engineering and Construction Management received the award.

- The Tenderloin Recreation Center received *The Best New Neighborhood Recreation Center of the Year in California* Award by the California Recreation Association. The Project Leaders were Robert Nist and Andrew Moloney. The Tenderloin Recreation Center and the Recreation and Park Department received the award.

- Awards of Appreciation for the Renovation of the Potrero Hill Recreation Center were awarded to Robert S. Nist and Jake Szeto, Project Managers, in April 1996.

- The Beach Chalet Restoration and Renovation Project received an *Outstanding Restoration Project* award by Construction Link, California, F.W. Dodge. The Project Leaders were Jorge Alfaro and Gary Hoy. The City and County of San Francisco, Heller, Manus Architects, San Francisco, and M.A. Enzinger & Associates, General Contractor, Sausalito, received the award.



The Beach Chalet Restoration Project received an outstanding Restoration Project Award. The lobby of the Beach Chalet is shown here with the restored Lobaudt frescaes in the background.



Department of Public Works
Office of the Director
875 Stevenson Street, Room 410
San Francisco, CA 94103

DEPARTMENT OF PUBLIC WORKS

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Annual Report
1997/1998









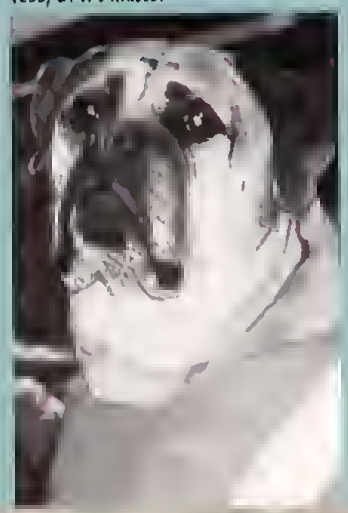
DOCUMENTS DEPT.

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PUBLIC LIBRARY

City and County of San Francisco

TESS, DPW's Mascot



Services provided to the public

Our mission of Quality Service means you can expect superior performance in the following areas:

Adopt-A-Street Partnerships
Anti-Litter Strike Force
Automatic Public Toilets
Condominium Conversion
Curb Ramps
Disability Access
Graffiti Removal
News Racks
Permits (Trees, Street Use & Excavation, Sidewalk Encroachment)
Public Service Kiosks
Quality of Life - Neighborhood Forum
Sidewalk/Roadway Inspections
Street Cleaning
Street Reconstruction
Street Repair
Street Resurfacing
Street Trees (Plant and Maintain City-owned Trees)
Subdivision and Mapping
Utility Undergrounding

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DPW Restores the Dome of City Hall.

1

A MESSAGE FROM THE DIRECTOR



Mark A. Primeau, AIA
Director & City Architect

I am pleased to present the Department of Public Works' 1997-1998 Annual Report. It has been a very exciting year at DPW. Our mission to pursue excellence in the quality of our services has been the focus of our efforts Department-wide. DPW has undergone serious and profound changes in its systems thinking and organizational structure in the past two years, and we are now putting our plans into action and seeing positive results.

DPW's *Quality Assurance Council*, now in its second year, has steered us toward our customer-driven focus. *Process Improvement Teams* have streamlined our services and have created customer friendly policies, programs, and initiatives.

As you read through this report, please take note of our mission of improving the quality of life in San Francisco through our core values of *customer service, teamwork and continuous improvement.*



DPW's organizational philosophy places residents at customers at the center of our work.

To reach our goal, DPW has performed record community outreach through our Quality of Life meetings, Neighborhood City Hall program, and our participation at dozens of community meetings and street fairs. In return, the residents of San Francisco have helped us shape our policies and service delivery systems and in the process they have had unprecedented access to public works services.

Using the principles of teamwork, customer service and continuous improvement, DPW has accomplished a great deal. From streamlining the public works code to simply cutting down the steps necessary to write a simple response letter or the creation of new programs such as "Adopt-A-Street" and the "Door to Door" anti-litter educational programs, we are always striving to be more efficient, cost-conscious and dedicated to public service.

The quality of our work, our ability to meet and exceed expectations and our shared commitment to our core ideology, make me confident that there is no goal we cannot achieve as we serve the residents of San Francisco.

Of the 1,224 positions available at DPW in the 1997-1998 fiscal year, 1,061 were filled.

CONTINUOUS IMPROVEMENT

Seeking ways to cut down on the time it takes to complete and process paperwork, the Office of Financial Management and Administration looked at a number of its own procedures. Several improvements have been made including changing the process for travel requests. The process initially required three forms which took a few hours to complete. That procedure has been cut down to one form that takes fifteen minutes to complete.

CUSTOMER SERVICE

While studying methods to streamline public works projects for the residents of San Francisco, DPW convinced the Board of Supervisors to eliminate the practice of appropriating project funds and then placing them in "reserve". Releasing this "reserve" for the project required another trip to the Board to begin the project. Eliminating this step has saved at least six weeks on these projects.

quality

OUR MISSION

"IMPROVING THE QUALITY OF LIFE IN SAN FRANCISCO"

We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

TEAMWORK

Working together to simplify document retrieval and research methods, DPW employees created an Intranet that allows personnel to directly access key reference documents from their desktop computers. This system saves employees time and eliminates reams of paper previously necessary for reproduction.



Photo by Kory Roddanz, SF Examiner

Mayor Brown and DPW Director Mark Primeau inaugurate the new children's slide in the Esmeralda mini-park in Bernal Heights.

PUBLIC/PRIVATE PARTNERSHIPS

After an historic children's slide was deemed unsafe in Bernal Heights earlier this year, DPW formed a partnership with the community to restore the park and replace the slide. Mayor Brown, DPW Director Mark Primeau and the Bernal Heights neighborhood joined forces to secure funding, establish a volunteer network and get other support necessary to replace the slide and modernize the mini-park. The slide was completed and dedicated in 1998.

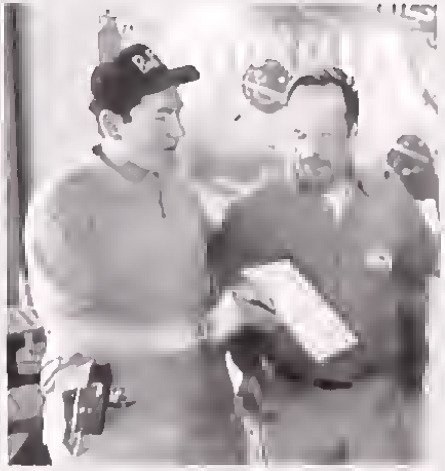


Volunteers moved nine cubic yards of sand to the bottom of the mini-park in preparation for the new slide.



Bernal Heights volunteers worked Saturday mornings to relocate plants, paint, prepare the site, and move sand.

PARTNERING WITH THE COMMUNITY



Michael Helquist from the North of Panhandle Neighborhood Association receives a certificate from DPW Director Mark Primeau for his organization's participation in the Adopt-A-Street program. Through this program, DPW partners with businesses, neighborhood associations, and individuals to work together to keep San Francisco clean.

The Director's Office
Public Affairs and Communications
Claims Investigations
Environmental Health and Safety
Financial Management and Administration Division

- Personnel
- Contract Administration
- Computer Services
- Finance and Budget
- Accounting

"Since the strength, even the reality, of any organization lies in the sense of community of the people who have been attracted to it, its success has enormously more to do with clarity of a shared vision, common principles and strength of belief in them, than to assets, expertise, operating ability or management competence, important as they may be."

– Dee Hock, Founder and CEO Emeritus,
VISA USA and VISA International



OPW's Quality Assurance Council.

GENERAL ADMINISTRATION

2

Leadership and a strang support system ensures that DPW emplayees and projects are successful. The Directar's Office, Public Affairs, Claims Investigatians, Environmental Health and Safety, Financial Management and Administratian (Persannel Administratian, Cantract Administration, Camputer Services, Finance, Budget, and Accounting) work together to ensure cansistent, quality services ta San Francisca residents.

THE DIRECTOR'S OFFICE

The Director's Office develops and sets the policies for all functions within the Department of Public Works.

Highlights

- Continued success of Quality Assurance Council and Process Improvement Teams.
- Successful social, informational, and awards programs.
- Continued emphasis on improved customer service.
- Department-wide seminars continued, including "Supervisor as a Coach" and "Voices and Choices," which helps employees recognize harassment.

Goals

- ➢ Expand the Quality Assurance Council to include more members.
- ➢ Implement Process Improvement Team recommendations.
- ➢ Continue development of supervisory and management training, safety training, and develop communications within and outside the Department.
- ➢ Continue to make all positions in the Department available to those qualified and interested.

PUBLIC AFFAIRS AND COMMUNICATIONS

Public Affairs is consulted on most matters dealing with the public, and is involved in the planning and staging of many public events, especially those in which public support is vital.

Public Affairs has been at the center of several high profile projects and programs including the Great Sweep, Quality of Life - Neighborhood Forums, recent publication of the "Friendly Guide to City Services," and coordination and evaluation of the Neighborhood City Hall program.

Highlights

- Provided outreach to business and community groups. Over the past year, Public Affairs has established relationships with:

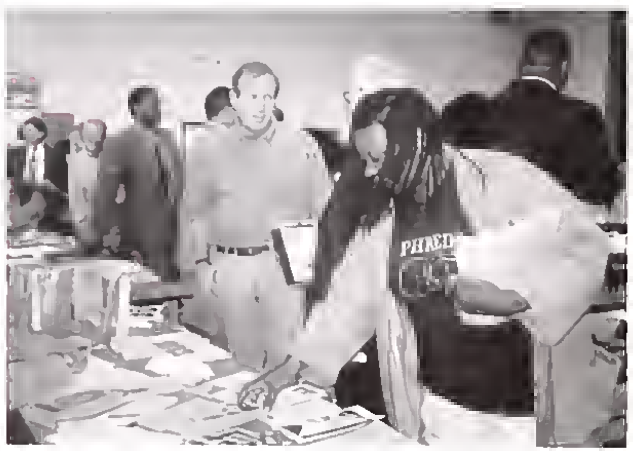
 San Francisco Chamber of Commerce
 Small Business Network
 Castro Area Planning Association
 24th Street Revitalization Committee
 SPUR
 Alamo Square Neighborhood Association
 Union Square Merchants Association
 Market Street Association

- Coordinated DPW activities to ensure that the news media were properly served. As a result, DPW has received positive press in recent months as evidenced by the following headlines:

"Digging for a Solution: Coordination Sought"
"Taking the Broom to Boedekker"
"Gang Racks Coming to S.F."
"S.F. Ready to Ban Untidy Mishmash of News Racks"
"Supervisors' Panel OKs Higher Fines for Littering"
"Second Great Sweep-350 Volunteers to Clean Chinatown"
"Clean Sweep Time Again in S.F.-Block-by-block scrubbing"
"City backs off on sidewalk bench policy in Noe Valley-DPW Director gives merchants a break after touring neighborhood"
"The Great Sweep comes clean: Citywide project brings communities together"
"Volunteers for tidiness make clean sweep of City streets"
"S.F. Cleanup a Hit-'Adopt a Street' Could Follow"

- Maintained DPW's website (www.sfdpw.com) where the public can access information and request DPW services. A "Customer Service Counter" on the site provides the public with the opportunity to request services with a 24-hour response time, and to voice their complaints and compliments by completing a customer satisfaction survey via electronic mail.

- Conducted a total of eight Quality of Life-Neighborhood Forums using Geographic Information Systems to enhance presentations. Each meeting was followed by a neighborhood action plan that measured results.



Residents learn about City services and give valuable input at Quality of Life meetings.

- Coordinated customer service requests and complaints and received feedback regarding DPW services through a computer-based customer complaint tracking system and a customer satisfaction survey.

- Developed a DPW employee newsletter called "The Works" and a quarterly newsletter for merchant and neighborhood associations called "Heartbeats."

- Coordinated and evaluated the Neighborhood City Hall program. The program allows residents to go to various sites throughout the City to access services.

- Developed and implemented a communications plan for two Great Sweeps. Corporate sponsors such as Starbucks, Chevron, Mervyns, Burger King, Levi Strauss, PG&E, Charles Schwab and Company, McKesson, Norcal, Westin St. Francis, and hundreds of local merchants, neighborhood newspapers, business and neighborhood associations, The Chronicle, and television and radio stations donated their time, talent, and money to make each event a success.

- Completed a pilot project which demonstrated that fixed-pedestal news racks, housing newspapers from numerous newspaper agencies, could be installed permanently on City sidewalks. The pilot project led to the selection of a highly functional, yet attractive fixed-pedestal news rack design.

THE NEWS RACK PROGRAM



Sidewalk clutter is a problem which is an eyesore, making it difficult for residents, visitors, and those with disabilities to traverse our sidewalks and enjoy our City. This year, DPW embarked on a program to reduce sidewalk clutter caused by the proliferation of movable news racks on City sidewalks.



One thousand fixed pedestal news racks, like the one shown above, will be placed throughout the City beginning in 1999.

Goals

- Provide continuous improvement in management and service delivery of the neighborhood city hall program through enhanced customer services and access to city services in 10-neighborhood locations, and to maximize the use of this program by publicizing its availability to the public.
- Increase corporate sponsorship and volunteer participation at future Great Sweeps.
- Produce and distribute 180,000 revised Friendly Guide to City Services.
- Organize, develop, coordinate and conduct four Quality of Life-Neighborhood Forums with a follow-up "Neighborhood Blueprint" for each event.
- Expand the Neighborhood City Hall program.

"I had questions that included three city departments and was able to obtain answers or information from one person. She phoned each department and got the answer immediately."

Neighborhood City Hall Customer

"Your advice helps us to take care of the problem, and you are able to link up with the appropriate agency. It is of great help to those of use who have an English language problem."

Neighborhood City Hall Customer

Neighborhood City Hall Program



The Neighborhood City Hall Program allows residents to access services from sites throughout the City.

"Thanks to Barbara Kaufman, we in the neighborhoods have this wonderful service!"

— Neighborhood City Hall Customer

CLAIMS DIVISION

The Claims Division works directly for the City Attorney's Office. The Division processes claims and submits timely reports resolving claims and decreasing litigation within the Department. When claims cannot be resolved, the Division defends DPW in lawsuits. The Claims Division also collects funds owed to Public Works.

Highlights

- Resolved 96% of total settlements "in-house" without assistance from the City Attorney. The remaining 4% of the settled claims were resolved in litigation.
- Handled 5,410 City Attorney requests.

Goals

- Continue to legally represent Public Works in a professional manner.
- Continue to develop better record-keeping techniques and procedures to defend DPW against claims and lawsuits.
- Reduce repeated accidents.
- Settle as many claims as possible prior to litigation.

ENVIRONMENTAL HEALTH AND SAFETY

The Environmental Health and Safety Office promotes workplace health and safety through education, consultation, and control of hazards.

Highlights

- Streamlined OSHA record keeping to expedite processing of worker compensation claims.
- Issued Repetitive Motion Injury Prevention Program plan identifying high-risk activities and implementing interventions to prevent injuries.
- Revised Asbestos Program to comply with new asbestos regulations and to identify appropriate precautions to safely address asbestos issues in construction projects.



DPW discusses safety precautions at the Southeast Treatment Plant with water pollution control.

Goals

- Implement Repetitive Motion Injury Prevention Program. Target high risk activities and test intervention to prevent symptoms of repetitive motion injuries.
- Audit supervisors in Operations to ensure consistent application of Injury and Illness Prevention Program.
- Revise Respiratory Protection Program to comply with new regulations. Streamline program to identify which positions no longer need to be included in program and simplify compliance.
- Develop and post web page on DPW Intranet. This will allow our customers immediate access to up-to-date safety policies, codes of safe practice, supervisor's safety handbook, employee safety handbook, and safety tailgate meeting curricula.

FINANCIAL MANAGEMENT AND ADMINISTRATION DIVISION

The Financial Management and Administration Division identifies, plans and develops the financial, personnel, contractual and computer resources, expertise, and information needed by the Department to accomplish its goals. Automation

and process improvement are a major focus of the Financial Management and Administration Divisions.

Personnel

The **Personnel Division** is responsible for hiring, training, retaining and developing a skilled and diverse workforce for the Department.


Construction worker restoring City Hall.

Highlights

- Improved the new Departmental Performance Appraisal Policy by adding a career development component for every employee. As a result of enhanced policy enforcement and tracking abilities, virtually all of the Department's employees received a performance evaluation during Fiscal Year 1997-98.
- Continued to enhance and fine-tune the new electronic time reporting system (DETS).
- Continued to provide a variety of training and development services to the Departments' managers, supervisors and line staff. The number of in-house training programs has increased from five to fifteen, including a variety of supervisory and management training programs, team building, quality service, conflict resolution, effective communications, sexual harassment and discrimination training, and diversity training.
- Continued to provide technical assistance on all equal employment opportunity related issues including investigating discrimination complaints, assisting with recruiting and offering a variety of training to staff.
- The DPW Examination/Classification Unit continued to produce eligibility lists for our skilled trade, blue-collar classes, professional and technical classes.

Goals

- Pilot a streamlined exam process.
- Automate eight standardized personnel transaction forms for online processing.
- Complete Phase II of the sexual discrimination/harassment employee training.

Contract Administration

The **Contract Administration Division** administers contracts. Activities include advertising for bids, distributing plans and specifications, receipt of bids, bid document processing, handling bid protests, contract awards, and ensuring compliance with insurance, bonding and licensing requirements. Other activities include monitoring the Department's compliance with the City's MBE/WBE/LBE Ordinance, publishing public notices, processing preliminary and stop notices and responding to inquiries regarding contract status.


Computer and telephone wires at City Hall.

Highlights

- Awarded 207 contracts in Fiscal Year 1997-1998. One hundred fifty-eight were construction related and 49 were Professional Service related. The total value of the contracts amounted to $155,541,000.

Goals

- Continue process improvement teams that will reduce the time it takes to process contracting documents.

Computer Services

The **Computer Services Division** designs, programs, operates, and maintains all Department-wide automated information. Services also include planning, software development, network and hardware installation and operations. The division provides comprehensive IBM AS/400, Local Area Network (LAN), Wide Area Network (WAN), and PC (and compatible) hardware, software, network, and support services.

Highlights

- Enhanced existing systems in response to customer requests.
- Began development of Year 2000 compliance plan.
- Continued to speed and facilitate efficient communication between DPW and the public through network infrastructure upgrades.

Goals

- Program new Job Order processing system.

Finance And Budget

The **Finance and Budget Division** is responsible for budget preparation, grants research and administration, and financial planning, capital planning, analysis and reporting. The Division develops financial resources and reports and prepares analyses to implement and control the department's projects and programs. Responsibilities include coordination and input of the annual budget, preparation of an annual Indirect Cost Plan, participation in bond authorizations and sales, development of departmental capital plans, grant proposals, and preparation of financial management reports.

Highlights

- Developed a new online screen for project reporting.
- Streamlined expenditure tracking to receive Federal Emergency Management Administration (FEMA) reimbursements.
- Streamlined contract processing by eliminating reserve policy.

Goals

- Automate the Job Order process.
- Streamline the department's budget input process.

Accounting

The **Accounting Division** reviews and enters the Department's accounting and purchasing transactions in the City's On-line Accounting System, prepares grant billings, and performs account analyses. The Division generates on-line transactions dealing with the disbursement of funds and collection of revenues, and their guidance through required procedures until final liquidation.

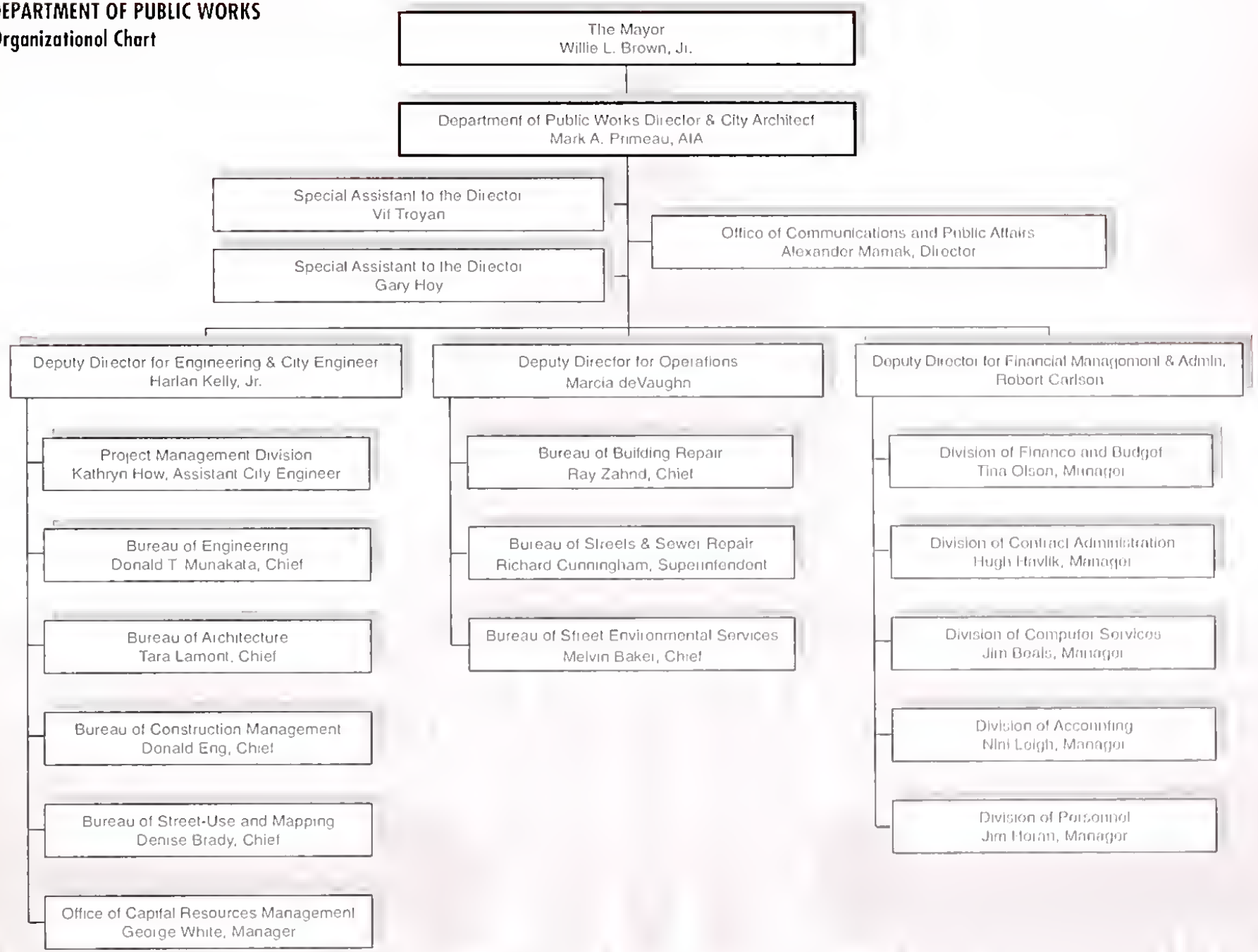
Highlights

- Reduced processing time for purchase orders, work orders and travel advances.
- Streamlined reporting forms.

Goals

- Continue process improvement teams that will reduce the time it takes to process several accounting documents.
- Work with four major departments to improve the transfer of funds between departments.

DEPARTMENT OF PUBLIC WORKS
Organizational Chart



The Deputy Director of Engineering and City Engineer is responsible for:

- Architecture
- Construction Management
- Engineering
- Street-Use and Mapping
- Office of Capital Resource Management
- Disability Access Coordination

The Assistant City Engineer directs the Project Management Division, and assists in the day-to-day management of all bureaus and programs in the purview of the Deputy of Engineering and City Engineer.

The Disability Access Program provides coordination and enforcement to the Americans with Disabilities Act for city-wide compliance and training, plan and site review, public outreach, and code development.

Restoring City Hall.

ENGINEERING BUREAUS

3

BUREAU OF ARCHITECTURE

The Bureau of Architecture (BOA) provides quality public architecture for the people of San Francisco through excellence in management and design. BOA provides comprehensive planning, facility management, and architectural services for new buildings and modernizes and renovates existing public buildings. BOA manages more than 120 ongoing projects totaling over $750 million.

Highlights

- Completed the renovation of Fire Station 7.
- The $8.3 million Fire Department's new headquarters is under construction and will be completed in September, 1998.
- Completed demolition and hazardous materials abatement of 45 Hyde Street and the hazardous material survey of 200 Larkin Street.
- Retained by the Asian Art Museum to complete five construction projects associated with the upgrade of the Old Main Library.
- Awarded the City Hall Seismic Project construction contract to Huber, Hunt & Nichols for $103 million. Construction started in March 1995 and is approximately 93% complete. The scope includes seismic retrofit, earthquake damage repair, accessibility improvements, and hazardous materials abatement.
- The $56 million War Memorial Opera House Seismic Upgrade and Improvement Project construction was completed in time for its grand opening in September 1997. The Opera House project is an example of a successful public/private partnership where coordinated action by three funding groups was able to complete vital improvements and restore this landmark to a fully functioning state-of-the-art facility. Since



Restoring the Board of Supervisors meeting room at City Hall.

War Memorial Opera House Wins National Award.



its completion, the project has won numerous awards including the prestigious 1998 National Preservation Honor Award from the National Trust for Historic Preservation.

- Began construction on the $5.7 million St. Mary's Garage project, which is scheduled for completion in September, 1999.

- Started construction on the San Francisco Zoo Infrastructure Project.

CITY HALL IMPROVEMENTS

In November 1995, the voters approved a $63.5 million bond for improvements to City Hall for work not directly associated with the seismic retrofit project funded by the Earthquake Safety Bond Program. The scope includes infrastructure repair/replacement, tenant improvements, code upgrades, telecommunications modernization, new systems for HVAC, electric power distribution, and security, as well as dome restoration, and building exterior cleaning.

Construction is currently underway, proceeding simultaneously with the ESP 2 Seismic Retrofit Project, both of which are slated to be finished by the end of 1998. The building occupants are scheduled to return in early 1999.



- Began construction for the $1.9 million Mission Branch Library Renovation project.



Mission Branch Library.

- Began design of the new 4,700 square foot Oceanview Library. Construction is scheduled to begin February 1999 and the library will open to the public in the spring of 2000.

- Began the County Jail Number 3 Replacement Project. The project consists of two Housing Buildings and an Administration/ Services building.

- DPW and the Department of Public Health (DPH) streamlined services and conformed to Charter revisions instituted in late 1996. A single point of contact has been established for both departments to meet regularly to address design, construction, and maintenance needs at all DPH/Community Health Network facilities.

- Installed $10 million worth of new radiology equipment and completed remodeling work at San Francisco General Hospital. Work was completed in record time and within budget. Construction was implemented in 11 phases, keeping the entire department fully operational at all times.

SAN FRANCISCO FIRE DEPARTMENT BOND PROGRAM

The $40.8 million General Obligation Bonds were approved by voters in November, 1992 for the construction and renovation of 32 Fire Department facilities. The program scope includes seismic strengthening, increased disability access in public areas, hazardous material assessment and abatement, separate facilities for female and male firefighters, and related property acquisitions. In the past few years, over $6 million in seismic grants have been added to the program for hazard mitigation work partially funded by the federal and state governments. A total of 41 projects, covering 32 Fire Department facilities have been developed for this bond program. To date, 22 have been completed, including the improvement work at 17 Fire Department facilities. Seismic strengthening reconstruction and general improvement at Stations 18, 34, 39 and 41 were completed in this fiscal year. Remodeling of Station 42 was finished. Major reconstruction work at Stations 10 and 14 started and will be complete in late 1998. Reconstruction projects for Stations 14,19, 20, and 26 Phase III were advertised for bids during this fiscal year. Design and preparation of construction documents are continuing for Stations 5, 6, 12, 13, 22, 28, 32, and Fireboat Headquarters/Station 35.



The San Francisco Fire Department Bond Program includes the construction and renovation of 32 Fire Department facilities, like the facility shown here.

Civic Center Courthouse



- In 1993, planning work commenced on the new $70.5 million Civic Center Courthouse for the San Francisco Superior and Municipal Civil Courts. The project, located at the northwest corner of the Civic Center Plaza, across McAllister Street from City Hall, contains 38 courtrooms. Construction was completed in December, 1997.

911 Emergency Communications Center



Following passage by the voters of Proposition B in 1994, the City and County of San Francisco and the Department of Public Works embarked on the design of a new Emergency Communications Center to replace the existing 911 call-taking system, Police Dispatch, Emergency Medical Dispatch, and the Central Fire Alarm Station. These emergency call-taking and dispatch functions, currently spread across the City, will be housed in a new facility along with the Mayors Office of Emergency Services on Turk Street between Gough and Laguna. Construction started in June, 1997 and is scheduled to be complete at the end of 1998.

RECREATION AND PARK DEPARTMENT PROJECTS

- Construction began on the Richmond District Community Center. The 18,000 square foot, single story facility includes a large gymnasium, community room, meeting spaces, teaching kitchen and gallery lobby. The facility is located mid-block in a residential neighborhood. A landscaped "Art" path will run between 18th and 19th avenues with a small parking lot and landscaped entry plaza.



Richmond District Community Center construction.

- The newly renovated, $428,000 Wawona Clubhouse building was completed and opened April, 1998. The facility provides a home and offices for many recreational programs for the disabled community. The renovation included new bathrooms, new kitchen, new office, additional meeting space, as well as a completely renovated community room with a gas fireplace.

- Preliminary Design is complete for the renovation of the Mission Swimming Pool.

- Preliminary Design is complete for the renovation of the North Beach Swimming Pool and Recreation Center. The project replaces the existing 1925, "sinking" swimming pool with a new 25 meter, stabilized swimming pool within the existing building. The swimming pool building will be completely renovated and made completely disabled accessible (new locker rooms, toilets, showers, lifeguard offices, lobby, ticket booth).

- Began preliminary design for the $2 million renovation and additions to the Eureka Valley Recreation Center. This project will provide additions to the building for new program space as well as completely renovating the existing building for disability access.

- Began preliminary design for the new $1 million Visitacion Valley Clubhouse. The 2,500 square foot new building and the new, adjacent playground project will provide a new recreational anchor for the Visitacion Valley neighborhood.

- Providing project management services for the Martin Luther King Pool, a $7 million new indoor Swimming Pool located in the Bayview Hunter's Point neighborhood.

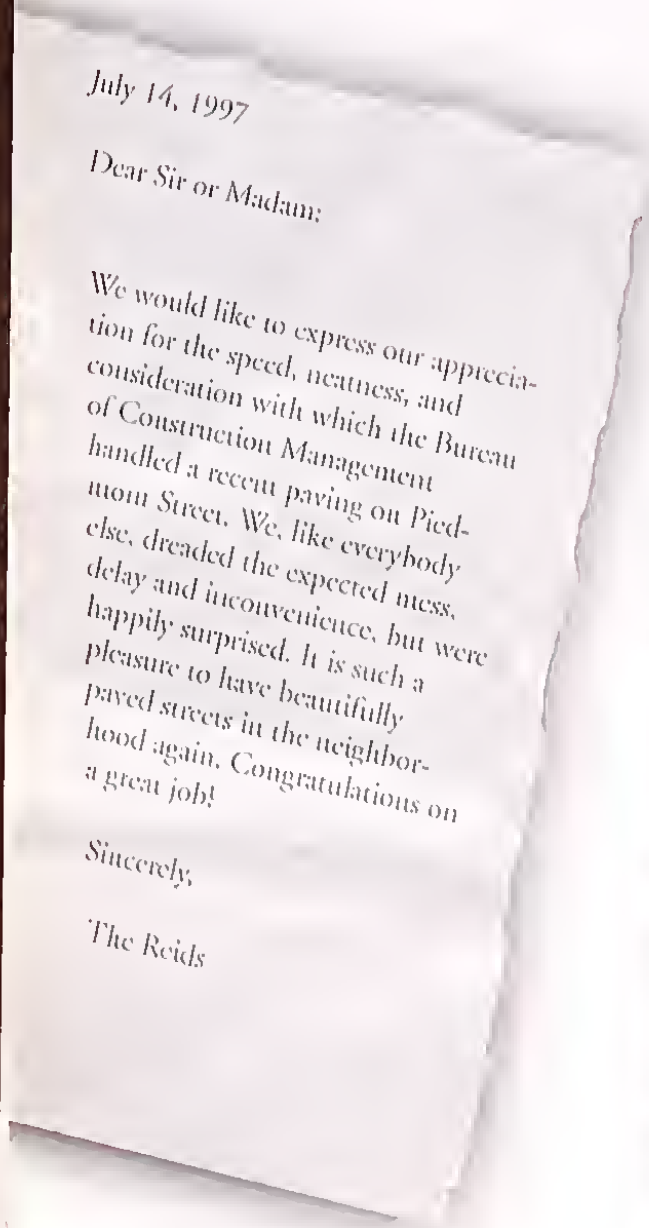
SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER PROJECTS

- The Veteran's Building will undergo a $60 million seismic strengthening and miscellaneous improvements project. Presently, studies and proposals for future tenants for the War Memorial Veteran's Building is under review by the War Memorial Department. It is desired to combine the Seismic Strengthening Project with any future tenant improvements.

- Designing three facilities for the San Francisco Zoological Society as part of the $10 million Zoo 2000 Bond. The Bureau of Architecture is currently in schematic design phase with construction planned for early 1999.

Goals

- Continue the customer satisfaction program.
- Continue the Quality Assurance Program focusing on service delivery improvements and cost efficiencies through formal project reviews, peer reviews, ADA compliance checks and constructability analyses.
- Expand coordination with associated design and construction organizations.
- Meet 100% of client requests for archival digital documents and achieve production efficiencies on producing contract documents.
- Develop expertise in new project delivery methods.



July 14, 1997

Dear Sir or Madam:

We would like to express our appreciation for the speed, neatness, and consideration with which the Bureau of Construction Management handled a recent paving on Piedmont Street. We, like everybody else, dreaded the expected mess, delay and inconvenience, but were happily surprised. It is such a pleasure to have beautifully paved streets in the neighborhood again. Congratulations on a great job!

Sincerely,

The Reids

- Continue to hold change orders due to errors or omissions in construction documents to less than 3% of the awarded contract amount for all projects.
- Review, consolidate, and revise the standard reference specifications.
- Expand training and participation in "High Performance Building Ordinance" initiatives.
- Implement Strategic Plan.
- Develop efficient workload projection tools.
- Improve project schedule and budgeting skills.

PROGRAM MEASUREMENTS

Contracts Awarded by the Bureau of Architecture
Fiscal Year 1997 - 1998

Type of Project	Awarded Contracts	Aggregate Value
Public Health	2	$1,780,350
Public Libraries	1	1,944,000
Public Safety	6	4,237,180
Recreation and Park	2	4,814,704
Performing Arts	2	35,696
Parking & Traffic	1	5,710,678
Total	14	$18,522,608

BUREAU OF CONSTRUCTION MANAGEMENT

The Bureau of Construction Management (BCM) provides overall construction contract management, on-site inspection, site assessment and remediation of hazardous materials, and prevailing wage review and enforcement. BCM also provides contract preparation review, scheduling, surveying and material testing for architectural and engineering projects under DPW management for most City agencies.

Highlights

- Construction began on the 911 Emergency Communications Center which will house the 911 emergency call center and the Office of Emergency Services and the Emergency Command Center. Work is scheduled for completion by December, 1998.

- Construction to repair and seismically retrofit historic City Hall, damaged in the 1989 Loma Prieta Earthquake, began in 1995. The project is scheduled for completion in December, 1998.

- Completed construction of the Hallidie Plaza Elevator in October, 1997. Hallidie Plaza is a sunken plaza located next to the busy intersection of Market, Powell and Fifth streets. It is a gateway to Union Square and numerous Muni lines including the Powell and Hyde streets cable car lines and BART.

Emergency Sewer Projects



- BCM was called on numerous occasions to respond to damage to the City's infrastructure caused by El Niño storms including a huge washout of roadway at Lake Merced, erosion of a seawall and parking lot at Ocean Beach, and numerous landslides and sewer failures. Contractors were called in to make major repairs under emergency declarations.



Goals

- Continue management of architectural, engineering and Clean Water projects.
- Implement training plan for all employees.
- Computerize progress payments.
- Computerize all reports to be included on the Intranet.
- Install a working LAN at the Bureau's main office.
- Provide remote access to the department's computer network for all field offices.
- Streamline Hazardous Material contract proposals and reduce fees.

January 29, 1998

Honorable Mayor Willie L. Brown, Jr.

Mr. Keanway Kyi is the Resident Engineer of the Glover Street sewer replacement project. During the construction, he kept the disruption to the neighborhood to a minimum, maintained adequate access to our homes along a very narrow street, and kept all the residents informed. Please convey my compliments to the Department of Public Works.

Sincerely,
Lincoln Yee

BUREAU OF ENGINEERING

The **Bureau of Engineering** (BOE) provides planning, design, and consulting services to City departments and assists in the management of City streets, the sewer system and various structures. The Bureau is responsible for assuring that projects are completed on schedule, adhere to applicable codes and standards, and are within budget. The Bureau applies engineering analysis to help optimize use of maintenance and capital funding.

Structural Engineering

Structural Engineering provides structural design and engineering services, including construction support services for new structures and seismic retrofit and rehabilitation of existing buildings, bridges and sewers that are owned by the City.

Mechanical Engineering

Mechanical Engineering designs mechanical systems for sewage and water treatment plants and systems, City owned buildings, the Fire Department Auxiliary Water Supply System, and underground storage tank removal/replacement.

Electrical Engineering

Electrical Engineering provides cost effective electrical and "Instrumentation and Control" design packages for various City departments and acts as their consultant in matters related to electrical power and control.

Landscape Architecture

Landscape Architecture designs City parks, urban spaces and streetscapes.

Hydraulics

The Hydraulics section designs the City's sewer and drainage projects. During this fiscal year, the section completed studies on and design for 51 sewer replacement projects. The construction cost of the completed projects is $11.7 million.

Streets and Highways

The Streets and Highways section is responsible for the civil engineering design of roadway improvement projects. This Section produces contract plans, specifications, and cost estimates for public construction contracts and provides engineering support services to other design sections and City Departments. This Section also responds to public complaints regarding roadway conditions by conducting site inspections and recommending corrective actions.

Computer Aided Drafting (CAD) Manager

The CAD manager was appointed in the 1997-98 fiscal year to finalize and institute BOE Drawing Standards. The CAD manager coordinates with

customer service

other City Departments to develop a consistent approach to CAD Standards, file archiving and training.

Highlights

Office of the Chief

- Instituted quality assurance project design reviews to improve quality of designs and to minimize costly modifications during construction.
- Completed mandatory Bureau-wide training on recognizing and resolving sexual harassment issues as well as finishing diversity follow-up training.
- Contracted with KA Associates who conducted an assessment of present BOE customer service practices culminating in a report "Bureau of Engineering Customer Service." Started follow up to the report through customer satisfaction meetings with clients to help define areas requiring improvement.

Structural Section

- Provided engineering for retrofit of fire stations and two new Emergency Response Facilities at the San Francisco International Airport.
- Provided seismic retrofit design for five pedestrian over-crossings.
- Provided design for the Mid-Embarcadero Roadway, Bay Bridge Pump Station and Thomas Shaft Chlorination Station, and various sewer replacement projects.
- Continue to respond to rockfalls and landslides. Due to the severe El Niño storms this winter, the section responded to over thirty locations.

Mechanical Section

- Helped bring the Southeast and North Point Water Pollution Control Plants into compliance with Clean Water Standards through renovation projects.
- Designed a chlorination facility for the Water Department.
- Performed the design to upgrade or replace all City-owned underground fuel storage tanks by December, 1998.
- Designed mechanical systems for several Fire Station renovations and two Emergency Response Facilities at the San Francisco International Airport.

Landscape and Architecture

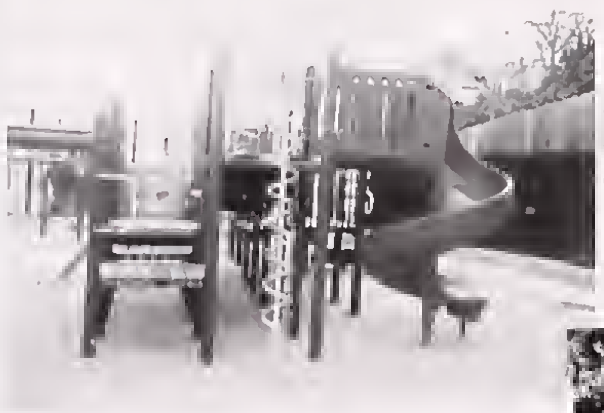


Photo by Philip Gongi, The Richmond Review

Families play at the newly-expanded play area in Golden Gate Park at 10th Avenue and Fulton Street. The Landscape Architecture Division completed the project in 1998.

- A second play area was constructed in the Tenderloin neighborhood to provide for an ever-increasing children's population.
- Renovated Palega Playground in Visitacion Valley to provide new, challenging, and updated play equipment.



- A little-known play area in Golden Gate Park at 10th Avenue and Fulton Street has been updated and expanded.
- With strong community support in Bayview Hunter's Point, Adam Rogers Park has been totally revamped with a full-size basketball court, a community barbecue area, a new restroom building and a fully-renovated children's play area.
- Chinatown's Chinese Playground received its first makeover since the 1970's and the renovated park boasts a new adventure child's play area with the first-ever climb-wall in a public park in San Francisco. The climb wall was designed to be safe and challenging for a variety of skill levels.



BOE's landscape and architecture team stand in front of the newly-renovated Chinese Playground in Chinatown.

Dear Mark,

Re: Webster Street Landscaping between Fell/Geary

I just wanted to let you know that your staff: Tom Burke, Neil Turney, Ken Webb and Elise Davis deserve special thanks from the citizens of San Francisco.

The improved landscaping is wonderful! It makes a tremendous difference in this area which is one of the entrances to Japantown, Pacific Heights and the way many tourists make their way to the Golden Gate Bridge.

Your work has contributed to the look of San Francisco and many appreciate your efforts!

Christine Tejada
Via email

Electrical Engineering

- Participated in the design of the Mid Embarcadero Project, North Point/North Shore Plant Improvements, Stockton Street Tunnel Lighting Project, Thomas Shaft Water Treatment Control Project and numerous traffic signal projects throughout the City including the Red Light Camera Project.

Hydraulics

- Twenty-seven contracts were awarded for emergency or accelerated repair and replacement projects in the year due, in part, to El Niño winter rains. While predominantly one-block sewer replacements, the dollar value totaled $4.6 million.
- Five flood control projects were authorized with the passage of Proposition "D" in November, 1994. Sunnydale Sewer Improvements, located in the southeast corner of the City, is in the final planning phase with an estimated cost of $14 million. Public meetings were held in December, 1997 to inform the affected neighborhoods and to seek input. The project will relieve recurring flooding along portions of Kelloch, Velasco and Sunnydale avenues.
- In July, 1998, bids were received for the Yosemite/ Egbert project with construction expected to begin in October, 1998. The construction is expected to cost $6.5 million. The project will relieve recurring flooding at the intersection of Egbert and Donner avenues.
- Planning and design continues for approximately $7 million in drainage and sewer improvement work authorized in the 1994 bonds for Golden Gate Park.

Streets and Highways

- Completed design and began construction for various notable projects located throughout the City, such as the Mid Embarcadero Roadway and F-Line Extension Project.

Five Year Goals

- Improve responsiveness and project delivery to clients.
- Develop more effective and efficient use of Computer Assisted Design & Drafting (CADD).
- Convert Standard Specifications to CSI format.
- Cultivate continuous improvement within BOE through targeted training for personal development including training in SF Building and ICBO codes.



Street furniture for the Moscone Center SOMA corridor, include the JCDecaux kiosks, litter receptacles and street light all shown here.

Bureau of Street-Use and Mapping

The Bureau of Street-Use and Mapping (BSM) maintains the official City map, processes land subdivisions and conversions, and protects and enhances the public right-of-way by regulating its use through the issuance of permits and enforcement of local, state and federal mandates. The public right-of-way is further enhanced through the promotion of the City's urban forest, the undergrounding of overhead utility wires, the newsrack program, and the automatic public toilet program. In addition to reducing clutter, the Bureau inspects all City sidewalks and streets to assure that they are in good, safe condition.

Highlights

- Established the Street Construction Coordination Center to improve coordination of construction activities in San Francisco's streets. As a result of an improving economy and on-going infrastructure maintenance, construction activity within the City was at a high level this year. The Center is charged with coordinating street construction activities to minimize street construction and keep traffic flowing as various agencies work on City streets.
- Continued to promote the "greening" of our City through the urban forestry program, which plants an average 4,000 street trees per year. In partnership with the Friends of the Urban Forest, Sheriff's Tree Corps, and other community organizations, BSM reached their goal of planting 4,000 street trees.
- Worked with the Friends of the Urban Forest toward meeting their annual planting goal of 3,000 trees per year.
- Pursued grants to enhance the urban forest and succeeded in obtaining funding to plant 500 new trees in Bernal Heights.
- Since the inception of the Automatic Public Toilet Program, more than 1.45 million flushes have been recorded. Free tokens distributed to the homeless and others who cannot afford the 25-cent fee account for 32% of total usage.



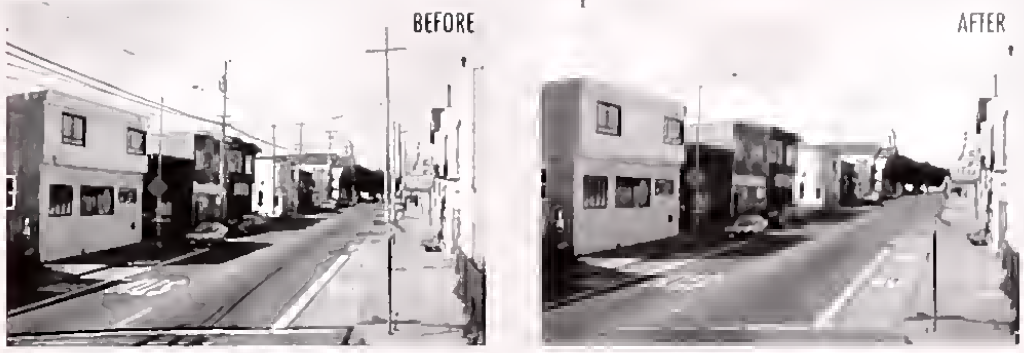
The Automatic Public Toilet Program provides safe, clean public toilets on our sidewalks for all to use at low or no cost. The Union Square Automatic Public Toilet is shown above.

Utility Undergrounding

BSM manages the City's efforts to underground overhead utility lines, reducing visual clutter and obstacles on our sidewalks caused by utility poles.

Highlights

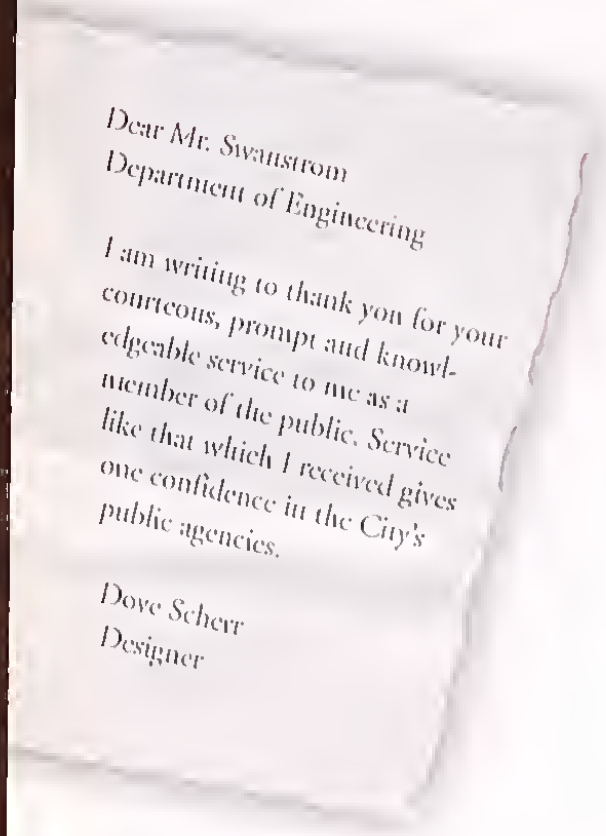
- 2.9 miles of undergrounding were completed and construction started on the next 1.9 miles.
- Undergrounding design is in progress on 9.8 additional miles
- Inspected sidewalks fronting 9,045 lots, representing 82 miles of sidewalks. As a result, the Bureau issued 3,100 notices to repair sidewalks and roadway defects. In addition, over 52,000 square feet of sidewalk fronting public property was repaired.
- Issued over 3,000 utility excavation permits representing over 700,000 square feet of excavation.
- Legal descriptions and mapping for the extensive Mission Bay Development Project were completed on schedule.
- The Subdivision and Mapping Division recorded over 310 maps this year in support of public and private projects.
- The Permit Division issued over 1,800 street-use permits including street improvements, underground tank abandonment, major and minor encroachment, commercial displays, café seating areas, and new driveways.
- Implemented several customer service enhancements, including an electronic permitting program to facilitate timely issuance of permits, customer service surveys aimed at identifying areas that need special attention and the Counter Service process improvement effort aimed at improving customer support at permit counters.



The undergrounding project at Folsom Street and Cortland Avenue will begin during the last quarter of 2001. This computer generated "after" photo shows how the street will appear after the work is complete.

Goals

- Implement an electronic excavation permit and information system via the Internet.
- Install fixed-pedestal news racks to reduce sidewalk congestion.
- Install additional Automatic Public Toilets in various communities.
- Improve the permit, inspection and enforcement process for commercial use of the public right-of-way.
- Improve timeliness and accuracy of public information.
- Increase number and quality of outreach meetings with community and business organizations to work toward the resolution of community specific issues related to programs and code enforcement.
- Improve the timeliness and accuracy of services through the combination of customer service enhancements including the use of handheld inspection computers and data collection and information sharing with other City agencies.
- Develop partnerships with other City agencies such as City Planning, Building Inspection, Parking and Traffic, the Police Department, and Public Health to improve customer relations and coordinate permit and code enforcement activities.



OFFICE OF CAPITAL RESOURCE MANAGEMENT

The Office of Capital Resource Management is responsible for the City's Geographic Information Systems (GIS) Program, the Facilities Condition Monitoring (FCM) Program, the Earthquake Safety Planning and Assessment program, Pavement Management and Mapping System (PMMS), and the Sewer Project Development and Mapping Program.

The GIS program maintains the City digital Basemap. The FCM program maintains an inventory of City-owned buildings, conducts condition assessments, and assists with the preparation of funding strategies to correct various capital deficiencies.

The Earthquake Safety Planning and Assessment program promotes the development of bond programs to correct the seismic deficiencies of City-owned buildings at greatest risk (those that have a seismic hazard rating of 3 or 4).

The City's Pavement Management and Mapping System (PMMS) provides cost effective maintenance of 850 miles of City streets. PMMS is part of a larger process related to the Committee for Utility Liaison on Construction and Other Projects (CULCOP).

CULCOP is a forum mandated by the DPW Code to bring together all agencies whose maintenance or construction activities in the public roadways affect public safety and quality of life. Its object is to optimize customer service and minimize public inconvenience by coordinating schedules, encouraging joint work when possible, disseminating information about codes and regulations, and resolving problems encountered during construction.

The Sewer Project Development and Mapping Program develops sewer replacement projects and prioritizes them for design and construction. This program also coordinates paving and sewer work in order to complete needed sewer work before paving. The program also works with consultants, BOE/Hydraulics and Public Utilities Commission (PUC) to implement a sewer Geographic Information System.

Highlights

- Completed 90 condition assessments of operational General Fund supported buildings.
- Reviewed inspections for more than 800 blocks of sewers and included the information in the current sewer database.
- Recommended 81 blocks of sewer replacements, nearly $11 million worth of projects.
- Held monthly meetings with Hydraulics, and Streets and Highways to coordinate street and sewer projects.
- Held monthly meetings with the PUC to coordinate sewer projects and street resurfacing projects with sewer repairs.

- Maintained a Project Priority List for the sewer backlog of more than $40 million to prioritize sewer projects and coordinate sewer work with proposed paving projects.

Goals

- Create agreements with Value-Added Resellers of the City's Basemap to generate revenue in support of Basemap update.
- Create GIS applications to make Basemap use easier for end-users.
- Create web-based interactive mapping applications.
- Facilitate a process for continuous update and distribution of the City Basemap.
- Provide at least one complete inspection of the condition of all systems for each General Fund supported building during a five-year cycle.
- Provide special strategic reports to assist City Departments and the Capital Improvement Advisory Committee with specialized knowledge on the condition of the City's General Fund supported buildings so that limited funding can be prudently allocated.
- Implement the plan to make the FCM mainframe database Year 2000 compliant.
- Maintain a list of prioritized sewer replacement projects by updating the list with the 800 blocks of sewer that are inspected annually.
- Coordinate sewer repair/replacement work with street resurfacing projects so that sewer work will be completed before a street is paved.
- Add new sewer inspections to the existing database of 6,000 blocks.
- Transfer existing sewer data to a GIS.

To Mark Primeau:

Thank you and the Department of Public Works for your timely and professional response to the curb damage at 214 Van Ness Avenue. From the time of the first phone call to the removal of the barriers around the repair site, our problem had been solved within 10 business days. Keep up the good work.

Anthony Fletcher
Rose Resnick Lighthouse

The Deputy Director of Operations is responsible for:

Bureau of Building Repair
Bureau of Street and Sewer Repair
Bureau of Street Environmental Services

A Green Machine cleans Market Street.

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BUREAU OF BUILDING REPAIR

The Bureau of Building Repair (BBR) operates, repairs, and maintains City-owned and managed buildings. BBR provides quality construction, repair, remodeling and facility management services at or below private contractor prices. The Bureau answers emergency repair calls 24 hours a day to keep vital services and facilities open during emergencies.

Highlights

- Successfully commissioned the new $60 million, six-story Civic Center Courthouse.
- Consolidated all safety operations under the Operations Bureau, streamlining safety activities.
- Increased interdepartmental work orders from $17.8 million to $18.2 million.
- Installed a children's slide at Esmeralda Mini-Park in Bernal Heights by working with residents of the neighborhood. BBR also made major repairs to the retaining walls at the mini-park with residents filling in the newly built retaining walls and sand pit.
- Painted interior and exterior of the Airport Terminal.
- Upgraded the Laguna Honda Hospital steam system.
- Worked with the Director of the Animal Shelter to design, develop and build an enclosed, secure and functional dog run area.
- Continuing to install wheelchair ramps throughout the City and repair damaged sidewalks.
- Working with project staff to start up City Hall.
- Providing painting services between games at Candlestick Park.
- Participating in Public Utilities Commission's on-going program to retrofit light fixture in City facilities to conserve energy.

Goals

- Commission and start up San Francisco City Hall as planned in January, 1999.
- Commission the new 911 Emergency Operations Center facility on Turk Street over a six month period beginning in December, 1998.



DPW installs an air conditioner on the roof of the County Jail in San Bruno.

Goals

- Improve the Bureau's Cost Tracking System.
- Improve work site "Safe Work Practices."
- Expand supervisory training to help laborers become leaders.
- Improve crew efficiency.
- Perform San Francisco Water Department paving jobs in a timely and efficient manner.
- Improve asphalt plant efficiency by installing a storage silo for hot asphalt.



BSES and the community work together to remove graffiti.

BUREAU OF STREET ENVIRONMENTAL SERVICES

The Bureau of Street Environmental Services (BSES) cleans San Francisco's street and highway system, maintains street trees and landscaped areas, and removes graffiti.

Highlights

- Developed preliminary plans for the Adopt-A-Street program and added 37 new positions to carry out this new street cleaning program. Adopt-A-Street is a welfare to work program that provides participants who have little or no work experience with training in street and sidewalk cleaning. The program assists participants as they transition from welfare to regular employment in the private sector, while at the same time helping to keep San Francisco clean. DPW will provide commercial areas with personnel trained to clean sidewalks, pick up litter and debris, and steam clean. Individual businesses and residents can contract to work with DPW personnel to establish and maintain a higher level of cleanliness on their street. These services will be continued with private funding after the program ends in 30 months. DPW's volunteer program, the Broom and Brush Brigade, will be enfolded into the Adopt-a-Street residential component. Activities such as enrolling and scheduling citizen volunteers for graffiti removal and neighborhood cleanups will continue.

- By the end of fiscal year 1998, there were approximately 3,500 public litter receptacles in strategic locations throughout San Francisco. All receptacles receive service once per day and 1,000 are serviced twice per day.



Hundreds of additional litter receptacles were added to the streets of San Francisco this year.

Great Sweeps



BSES planned and organized Great Sweeps I and II and worked with Sunset Scavenger Company and Golden Gate Disposal to make garbage and recycling trucks available for collecting and disposing of the tons of trash removed from streets and sidewalks by thousands of Great Sweep volunteers. Great Sweeps in San Francisco are volunteer events designed to combat the proliferation of litter on our streets. Both Great Sweeps were phenomenal successes with approximately 200,000 pounds of trash being collected by 20,000 volunteers.



- Worked with the two disposal companies over the course of several months to develop and implement a plan for coordinating street cleaning and garbage collection services. The results have been cleaner streets, more efficient service from Sunset Scavengers and Golden Gate Disposal, and fewer complaints from the public.

- Began cleaning sidewalks and gutters with small mechanical sweepers called "Green Machines." Public interest and acceptance of this form of service has remained high. Fourteen routes consisting of major commercial corridors including Market, Mission, Castro, Haight, and Third streets as well as sidewalks within the Tenderloin and Chinatown/North Beach neighborhoods were regularly cleaned by Green Machines this year.

- Provided 200 litter receptacles with recycling compartments which are designed to decrease the amount of trash left around receptacles by individuals who are rummaging for recyclables. This service has been met with a high rate of public acceptance.

- Painted over 1,336,350 square feet of graffiti on private and public property.

- Worked to strengthen the current Graffiti Ordinance to discourage vandalism.

June 24, 1998

Dear Mr. Primeau:

I am writing to you on behalf of a group of merchants on Claude Lane. For years, our little alley has been full of dumpsters and all the "critters" they attract. The street was a challenge to keep clean and safe. Because of three very hard-working, nice, funny and very skillful people employed by the City, our alley is now a lane. Robert Horn, Jody Monahan and Derek Madaris are responsible for removing dumpsters and assisting us in the further clean up and beautification of Claude Lane. They came to our meetings, responded to our many calls and kept us posted as to their progress. It was a great effort topped off by a steam cleaning arranged by Henry Diaz.

We are thoroughly impressed by their efforts. They teamed up with us and each other to get the job done!

Kristen Siemon
Claude Lane Merchants

- Expanded sidewalk cleaning from a six-day to a seven-day schedule in the Bayview-Hunters Point area of the City. Sidewalk steam cleaning and graffiti abatement services were also increased. Illegal dumping of trash, rubbish, and building material, which is a problem in the Bayview neighborhood, received special emphasis. More than 1,300 tons of illegally dumped debris were removed from dead-end and unimproved streets east of Third Street. In addition, 30 Drug Free Zone signs were installed adjacent to schools and playgrounds within this neighborhood.

- A four-month partnership was created between DPW and the San Francisco Organizing Project to provide special street cleaning and graffiti removal in the Mission District between 16th and 20th streets.

- In response to requests by community organizations in San Francisco's Tenderloin neighborhood, graffiti removal, sidewalk cleaning, and street flushing services were increased.

Performance Measurements

1996/97	
Litter enforcement (citations, warnings, and follow-up calls)	8,303
Educational contacts relating to litter laws	5,627
Total tons of debris removed	23,191
Total curb miles of streets cleaned	110,042
Total curb miles of mechanical sweeping - controlled parking	104,648
Total curb miles of mechanical sweeping - uncontrolled routes	5,394
Tons of illegally dumped debris removed	6,816

1997/98	
Litter enforcement and educational public contacts	32,268
Total tons of debris removed	19,734
Total curb miles of street cleaned	106,763
Total curb miles of mechanical sweeping - controlled parking	101,022
Total curb miles of mechanical sweeping - uncontrolled parking	5,741
Tons of illegally dumped debris removed	7,028

Goals

- Successfully implement the Adopt-a-Street Program. The residential component of the program (the Broom and Brush Brigade) will be expanded from 500 volunteers to 525 volunteers.

- Successfully implement Great Sweeps III and IV.

- Continue efforts to revise the Graffiti Ordinance to include one graffiti removal service annually to private residents. BSES will also develop and implement a new plan to reduce graffiti proliferation by working with the Police Department, the Juvenile Probation Department, and the District Attorney's Office.

- Meet target of painting over 1,500,000 square feet of public and private property defaced by graffiti vandals.

- Analyze current mechanical street cleaning program to improve street cleaning routes, reduce two-hour street cleaning segments, and minimize down-time. The program will also be expanded from 106,000 to 108,120 curb miles swept per fiscal year.

August 25, 1998

Dear Mr. Baker and Mr. Mamak:

The North of Panhandle neighborhood continues to benefit from the professional, friendly, and quick responses of BSES staff for services requested in this area of the city. Most recently, we have worked closely with Henry Diaz and Kevin Flynn of your staff, and we commend them both highly.

Mr. Diaz and Mr. Flynn implemented our requests for more trash receptacles in the area. The addition of six new receptacles and the movement of a few to more strategic sites, has already begun to help our neighborhood control the loose trash at these locations. I had the opportunity to tour the neighborhood with Mr. Flynn to review the potential sites, and I was impressed by how much he knew about our city blocks. In addition, Mr. Diaz has been very quick to respond to neighbors' requests for steam cleaning of a few intersections along the Divisadero corridor, and to cite neighborhood vendors who have consistently left nearby trash and graffiti untended. Thanks from all the neighborhood!

Michael Helquist
NOPNA

- Evaluate the Green Machines Sidewalk Cleaning Program and consider ways to expand the program. BSES will explore the possibility of using two-hour or four-hour assignments in some commercial areas rather than the current eight-hour assignment.

- Increase "Ecoblitz" cleaning from six to twelve events annually during this next fiscal year. An "Ecoblitz" is an intensive steam cleaning of a particular sidewalk area to establish a baseline level of cleanliness for merchants.

July 17, 1998

Dear Supervisor Kaufman:

Often City employees, who are dedicated and hardworking, go unrecognized. I would like to take this opportunity to commend the Tree Maintenance Crew of the City's Department of Public Works who were responsible for beautifying Junipero Serra Avenue for the U.S. Open Golf Tournament. These employees are professional, experienced, focused, and productive. I commend the following representatives of this specialized group for their service: Ontoa Afu, Tom Dahl, Elmer Williams, Charles Barrios, John Perez, Rhneben Johnson, Leslie Ott, Onorio Antonucci, Thomas Gallot, Robert Milton, and John Thrailkill.

Calvin Womble
The Ellington Group
Consulting Services

October 30, 1998

Dear Mr. Primeau

This letter is to acknowledge the TERRIFIC work of the tree toppers on 15th Street this week (Roger Boucher, Fred Lambrecht, and Grover Ford). Their work is truly that of artists. So often, "city workers" go unappreciated for the often long-accrued skills they display daily. The work of these trimmers should be showcased. In fact, nearby there was work done by the often highly touted "private sector" which can't even begin to compare to your work. Good job!

David Smith Fox

Operating Budgets
Program Expenditures
Current Contract Data Survey

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OPERATING BUDGETS
EXCLUSIVE OF CAPITAL IMPROVEMENTS, DEBT SERVICE AND WORK ORDERS
(IN THOUSANDS)

	1996-1997	1997-1998	1998-1999
Functions			
Building Repair	5,514	7,036	7,996
Engineering	2,576	0	0
Water Pollution Control	59,552	0	0
Street Environmental Services	18,720	20,369	23,347
Street and Sewer Repair	14,283	5,219	5,373
Environmental Regulation/Management	6,785	0	0
Street-Use and Mapping	1,911	2,036	2,784
Totals	$109,341	$34,660	$39,500
Funding Sources			
General Fund	9,979	12,586	17,053
Gas Tax	21,384	22,074	22,447
Sewer Service Charge	77,978	0	0
Totals	$109,341	$34,660	$39,500

Note (1): At the beginning of Fiscal Year 1997-98, the bureaus of Water Pollution Control and Environmental Regulation/Management were reassigned to the Public Utilities Commission (PUC). At the same time the Clean Water programs in both, Engineering and Street and Sewer Repair, were also transferred to the PUC.

EXPENDITURES
(IN THOUSANDS)

BUREAU	DESCRIPTION	Fiscal Year 1996-97	Fiscal Year 1997-98
Bureau of Architecture	Salaries, Fringes and Overhead	13,867	8,987
	Non Personal Services	157,100	105,114
	Other Support	237	2,134
	Materials & Supplies	154	23
	Capital Outlay	737	81
	Services of Other Departments	4,565	2,138
	Subtotal :	176,660	118,477
Bureau of Engineering	Salaries, Fringes and Overhead	21,500	27,136
	Non Personal Services	102,490	78,278
	Materials & Supplies	103	186
	Capital Outlay	929	1,056
	Services of Other Departments	6,262	5,361
	Subtotal :	131,284	112,017
Bureau of Construction Management	Salaries, Fringes and Overhead	11,027	11,771
	Non Personal Services	4,410	5,389
	Materials & Supplies	3	0
	Services of Other Departments	346	49
	Subtotal :	15,786	17,209
Bureau of Street-Use and Mapping	Salaries, Fringes and Overhead	3,574	3,838
	Non Personal Services	580	1,059
	Materials & Supplies	6	10
	Capital Outlay	82	151
	Services of Other Departments	1,902	2,708
	Subtotal :	6,144	7,766
Bureau of Building Repair	Salaries, Fringes and Overhead	18,600	21,153
	Non Personal Services	1,488	1,584
	Materials & Supplies	2,146	2,610
	Capital Outlay	11	18
	Services of Other Departments	562	398
	Subtotal :	22,807	25,763
Bureau of Street Environmental Services	Salaries, Fringes and Overhead	17,794	19,689
	Non Personal Services	79	45
	Materials & Supplies	622	897
	Capital Outlay	445	1,006
	Services of Other Departments	416	602
	Subtotal :	19,356	22,239
Bureau of Street and Sewer Repair	Salaries, Fringes and Overhead	6,669	9,055
	Non Personal Services	110	105
	Materials & Supplies	1,657	1,584
	Capital Outlay	84	167
	Services of Other Departments	1,373	1,244
	Subtotal :	9,893	12,155
	GRAND TOTAL	$381,930	$315,626

CURRENT CONTRACT DATA SURVEY

Contracts Awarded During Fiscal Year 1997-1998

	Number of Contracts	Amount
Bureau of Architecture		
Building Renovation/Related Facilities	1	5,710,678
Fire Department	7	4,357,530
Library	1	1,944,000
Office of Emergency Services	1	14,400,000
Performance Arts & Sports Arena	7	1,932,796
Police Department	0	0
Public Health	5	2,578,100
Real Estate Department	0	0
Rec/Park Facilities	2	4,814,704
Zoo Infrastructure	1	7,878,328
Professional Services	5	1,149,488
SUBTOTAL	30	$44,765,624
Bureau of Engineering		
AWSS	5	312,224
Bridges	0	0
Building Related Facilities	5	221,466
Public Health	0	0
Performance Arts	0	0
Rec/Park Facilities	16	9,172,438
SFFD Fireboat Renovation	1	83,489
Sewers	19	4,013,436
Streets & Sidewalks	18	15,639,710
Mid-Embarcadero Roadway	1	45,856,089
Traffic Signals	8	4,298,937
Street Lights	1	98,960
Treatment Plants & Pump Station	2	3,923,319
El Nino Repairs	3	352,181
Professional Services	7	827,003
SUBTOTAL	90	$84,799,252
Bureau of Building Repair	33	406,044
Professional Services	1	10,000
Bureau of Street and Sewer Repair	3	1,737,210
Bureau of Construction Management	4	439,262
Underground Storage Tanks	4	955,360
Bureau of Street Use and Mapping	2	492,745
Professional Services	1	1,420,000
Bureau of Street Environmental Services	1	10,000
General	7	950,302
Master Agreements	35	19,555,000
TOTAL	207	$155,540,799

Retirements
Awards

The War Memorial Opera House project won the 1998 National Preservation Honor Award from the National Trust for Historical Preservation.

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RETIREMENTS 1997-1998 **YEARS OF SERVICE**

GENERAL ADMINISTRATION

Norman Daley (6318)	37 years
Stephen Fite (1874)	11 years
Hugh Havlik (1824)	26 years
Robert Hesse (1374)	17 years
Joanne Laurino (1426)	27 years
Eleanor Rivera (1452)	12 years
John Sucich (1371)	7 years

BUREAU OF BUILDING REPAIR

Harry Craycroft (7262)	22 years
Thomas DeMerritt (7238)	27 years
Forest Jones (2708)	34 years
Robert Newman (7335)	28 years
Brendan Oshea (7226)	9 years
Horace Pete (7227)	21 years
James Sandridge (7211)	21 years

BUREAU OF CONSTRUCTION MANAGEMENT

Donald Blanch (5364)	22 years
Robert Duncan (1368)	10 years

BUREAU OF ENGINEERING

Jerry Johnson (1806)	23 years

BUREAU OF STREET AND SEWER REPAIR

Thomas Allen (7355)	27 years
John Johnson (7514)	23 years
Odell Spencer (7404)	20 years

BUREAU OF STREET-USE AND MAPPING

Theodore Pedersen III (6231)	26 years

BUREAU OF STREET ENVIRONMENTAL SERVICES

John Fox (3417)	20 years
Mario Molinelli (3417)	34 years
Margarita Ram (7514)	13 years
Jose Rivera (7215)	15 years
James Sullivan, Jr. (7355)	26 years
William Underwood, Jr. (7215)	15 years
Ben Wu (7514)	12 years

AWARDS
1997-1998

- The National Trust for Historic Preservation awarded BOA Project Leaders Tara Lamont, Don Alameida, Susan Ferreyra, and Andy Maloney the 1998 National Preservation Honor Award for the War Memorial Opera House Seismic Upgrade and Improvements project.

- The California Preservation Foundation awarded the 1998 California Preservation Foundation Design Award to BOA Project Leaders Tara Lamont, Don Alameida, Susan Ferreyra, and Andy Maloney for the War Memorial Opera House Seismic Upgrade and Improvements project.

- Construction Links awarded the 1997 Project of the Year Award to BOA Project Leaders Tara Lamont, Don Alameida, Susan Ferreyra, and Andy Maloney for the War Memorial Opera House Seismic Upgrade and Improvements project.

- Illuminating Engineering Society of North America awarded the 1998 Edwin F. Guth Memorial Award of Excellence to BOA Project Leaders Tara Lamont, Don Alameida, Susan Ferreyra, and Andy Maloney for the War Memorial Opera House Seismic Upgrade and Improvements project.

- BOA Project Leaders Tara Lamont, Don Alameida, Susan Ferreyra, and Andy Maloney received the Merit Award - Team Work for the War Memorial Opera House Seismic Upgrade and Improvements project.

- The San Francisco International Airport Employee parking garage has received an American Public Works Association Award. The Bureau of Construction Management is a part of the project team and is responsible for the Construction Management of the project.

EMPLOYEE RECOGNITION PROGRAM

Quarterly - January

- Robert Monson, Bureau of Building Repair
- Mid-Embarcadero Design Team - Bureaus of Construction Management and Engineering
- 24-Hour Sewer Emergency Team - Bureau of Building Repair
- Bureau of Street Environmental Services Great Sweep Team

Quarterly - May

- Ramon Dominguez, Bureau of Construction Management
- Tina Olson, Office of Financial Management and Administration
- Bureau of Construction Management Great Sweep Team

- El Nino Emergency Response Team - Bureaus of Construction Management, Engineering, Street-Use and Mapping, and Street and Sewer Repair

Annual - 1998

- Ramon Dominguez, Bureau of Construction Management
- Robert Monson, Bureau of Building Repair
- Tina Olson, Office of Financial Management and Administration
- 24-Hour Sewer Emergency Team - Bureau of Building Repair

DEPARTMENTAL SAFETY AWARDS

- Bureau of Street Environmental Services

 This bureau exhibited exemplary performance in record keeping, the quality of its injury and illness prevention program and increased participation in safety tailgate training. Supervisors conducted more accident investigations and took initiative to provide safety equipment and outside safety training. The bureau continues to consistently provide modified duty assignments to injured workers, which improves morale and greatly reduces workers' compensation costs.

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